

VALEDICTORY ADDRESS  
OF  
ANDREW J. PETERS  
MAYOR OF BOSTON  
TO  
THE CITY COUNCIL

DELIVERED IN THE  
COUNCIL CHAMBER, FEBRUARY 1, 1922

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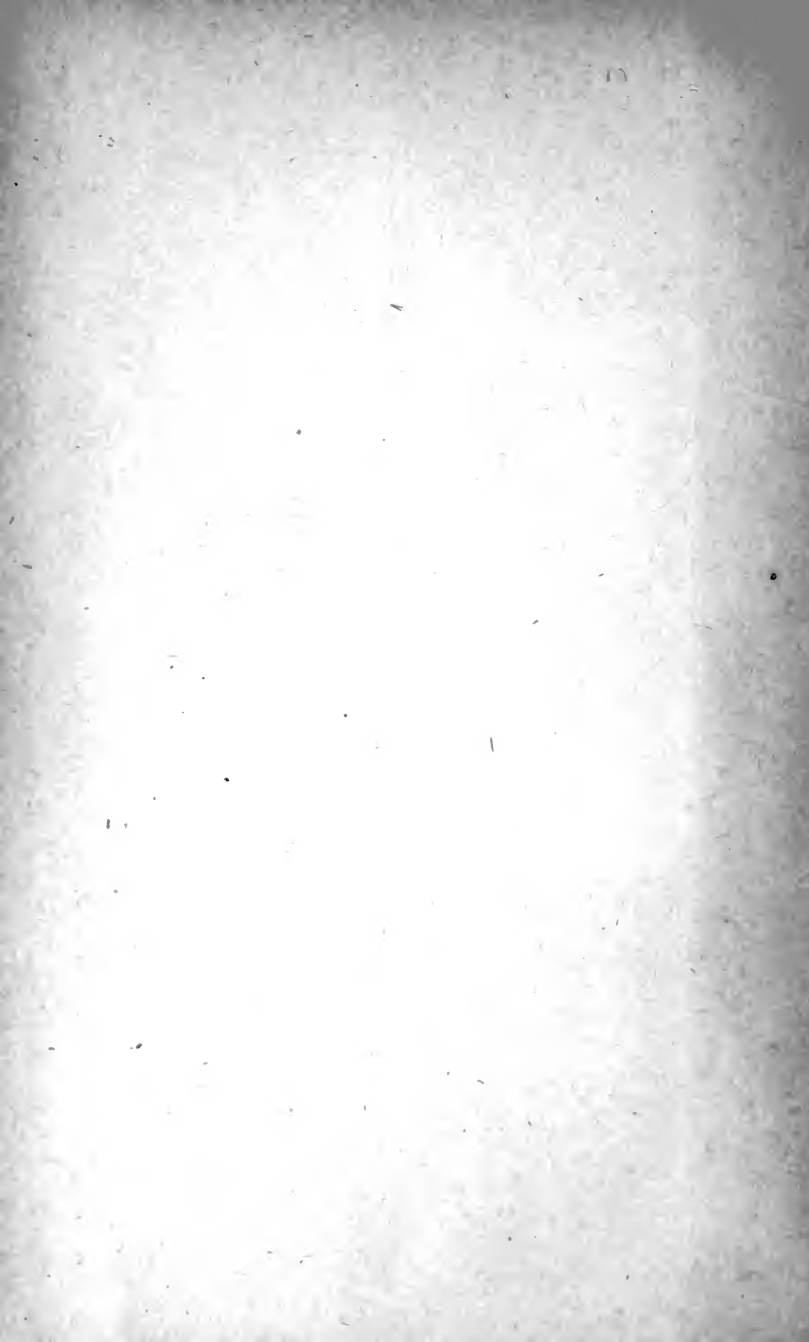
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*Boston. Mayor, 1918-1921. (Andrew James Peters)*

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VALEDICTORY ADDRESS OF MAYOR PETERS  
DELIVERED TO THE CITY COUNCIL,  
WEDNESDAY, FEBRUARY 1, 1922.

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*Gentlemen of the Council:*

This is the last official communication I, as Mayor, shall have with you as members of the Council of the City of Boston. In presenting this communication I, as Mayor, am meeting with you as members of the Council for the last time. I have sought in this résumé of the past four years to indicate something of the sense of responsibility which must come to every one sharing in the administration of city affairs. These years have been important years for the country and for our city. They have been most agreeable years for me as Mayor, and in saying good-bye to you I wish to express my appreciation of the opportunities which have come to us to improve this city and to further the purposes of municipal government.

We close the city's financial year with a surplus of \$2,046,809.42. Four years ago I commenced

my administration with an assumed deficit from the previous administration of \$804,879.38.

The total net debt on January 31, 1918, was \$84,570,177.04. The total net debt on January 31, 1922, was \$79,913,010.56. This shows a reduction of \$4,657,166.48.

In addition to paying the bills for the last four years we have paid to the Boston Elevated Railway Company out of revenue, as a special assessment, the sum of \$2,905,930.87, which will later be repaid to the city as revenue.

A further burden was added to our financial position by the loss of the yearly revenue from liquor licenses, which amounted in 1917 to \$1,047,803.91.

The accounting system of the city is based on cash receipts and payments. Under this system we have taken care of twelve months' payments each year, but this period does not coincide with the twelve months of the fiscal year. To conform with the provisions of the charter and to strengthen the keeping within budget appropriations, it has been determined to change the accounting system to an income and expenditure basis.

In order to change to an income and expenditure basis it will be necessary to provide for certain pay rolls during the month of January and for a large number of invoices incurred during December and January.

The plan proposed is to finish this year as has been our custom, and to provide a special account for all unpaid current expenditures, including those of the School Department, incurred to January 31, 1922, inclusive. The fund available for the payment of these expenditures will be made up of balances of appropriations, excess revenue, and taxes for 1921, as received.

#### MUNICIPAL GOVERNMENT.

The government of a city is exactly what the people make it. They will have precisely as good

government, or as bad government, as they deserve. All that city charters can do, all that any form of law and legislation can do, is to make simpler and surer the means of direct expression of public will in city affairs, and place obstructions in the way of those who would seek self-exploitation and self-aggrandizement from municipal office.

There is no magic formula by which a city can be well governed. There is no short cut to municipal virtue. There is no political talisman by which the people of a city can be protected against preying politics.

As long as greed exists in the world the greedy will seek ways to gratify their hunger. As long as dishonesty exists in the world the crooked and the callous will seek to divert to their own material advantage those assets which by every moral right belong to the public.

Boston is not different from the average American city. The essential problems in any American city are the same. Reduced to their simplest terms, they are problems of honesty and ability. Honest men in office, able men in office — these are the means by which the people of any city can have their right to good government assured, guaranteed and maintained. There is no other way.

The mass of people in any city are honest. Dishonesty is the exception, not the rule. If this were not so, all civilization would long ago have collapsed and we should be groping amid the wreckage of a bankrupt and ruined world. The forces of evil are always in the minority; but they sometimes profit by the craft which is theirs and by the ingenuity of organization. They profit also, and this is a vital point to be kept in mind in seeking to solve problems of municipal government, by the indifference of the people as a whole.

There exists another common human quality which often has operated against good government in our cities. It is the feeling that the city government is some sort of curiously secret institution, an organization apart from the people, and an un-

approachable or impenetrable domain wherein the common man has no personal business.

We believe that the primary essential for good government is to awaken in the minds of the public recognition of what is truly the great truth in city government. It is this: The government of an American city is the people of that city. The democratic form of government may not be perfect, but it is the best that anyone has yet devised.

Those who for varying periods occupy public office do so as the agents of the people, and for no other purpose, by no other right. There is no patent of nobility surrounding any municipal office. Every office in a city government rests on the single foundation of the public interest. Every city office is a position in which the business of the people shall be conducted for the public advantage and for no other purpose. Every citizen of a city must have access to any part of his government, and must carry with him the conviction that he is, by virtue of his citizenship, himself a part of the government of his city.

Until the majority of the citizens do this we shall always have difficulty in maintaining good government. "Eternal vigilance is the price of liberty." It is no less the price of good municipal government. The public pocket is deep. The arm of the greedy is long. The temptation to exploit the public constantly appeals and must constantly be thwarted.

Possessing natural advantage of location which should be of great material worth to the city, Boston can only obtain and hold her rightful eminence as a metropolis by establishing and maintaining an honest and efficient government continuously. No asset of a city can exceed the reputation for honest and efficient municipal government. Once let it be nationally known that the public affairs of Boston are conducted with the maximum ability, and with scrupulous fidelity to the public interest; once let it be nationally known that such a state of affairs is customary and constant in this city,

and we shall have here a growth of material prosperity unsurpassed by that of any American city.

This is the concern of every person who lives and does business in this city. There is no item in our municipal government too large, none too small, to enlist the interest of every citizen. All prosper by the welfare of each. Bad government takes toll from every inhabitant of the city. Minor deficiencies of administration come to the individual's attention. Inefficient collection of ashes and refuse, bad street conditions, inadequate fire protection—such matters would immediately and always engage the attention of the citizens. But bad financing, wasteful expenditures and the countless details of administration no less truly involve, every day, the interests of the people.

The relations between a municipal government and the public are not dissimilar to those that exist between any big business and the public. A great retail store, or a great manufacturing concern, depends ultimately upon the public will for continuance and prosperity.

The head of a retail store holds his position subject to the approval of the people who constitute the store's patronage. He is in some sense elected by the people. He surrounds himself with business assistants who are in a sense comparable to the heads of a city government's various departments. If the store head fails so to conduct his business as to please the public, or if he uses poor judgment in selecting his assistants, trade will not support him and he will fail.

The final word in any human undertaking is always said by the public at large.

When any man in public office forgets that he is there as the spokesman and agent of the public and for no other reason, he is instituting a process of disintegration for the government of which he is a part and for the injury of the public whose representative he is. We cannot eliminate personality, we cannot subordinate personal character,

in the conduct of business or the conduct of government. Human nature is the controlling factor in the affairs of humanity. The foundation virtues of honesty and sincerity are the basis for successful business and for efficient government, always.

The public determines which business undertakings shall prosper. The public determines what shall be the form and what shall be the personal leadership and direction of governments. Our American business structure and our American political system are anchored to this fact. All our legislation, despite occasional departures, takes this fact into account, and year by year we build up laws and regulations, in nation, state and city, which have for the ultimate purpose the single object of the public good and the public satisfaction. It is by the direct and continuous appeal to the public favor that business can be maintained at a profit. It is by the sincere and unremitting service to the public that government maintains itself on a plane of honor and progresses towards true democracy and American effective self-government.

#### THE FINANCIAL PROBLEM.

When I took office on February 4, 1918, the supreme thought in every mind was for the nation's safety. We were all in the midst of our war activity. Every other consideration was secondary. It was apparent, as I said in my inaugural address at Faneuil Hall, that municipal improvements which were not strictly necessary must be postponed; yet municipal service must be maintained as a contribution to an efficiency essential to winning the war. Thus we started the administration with the double task of devoting our resources and energy to winning the war and keeping municipal service adequate.

To keep municipal administration effective in the public interest it was obvious that the affairs of City Hall should be run on the single basis of

public service. It was obvious that the conditions called, more than ever before, for the most rigid adherence to sane and sober principles of business, and that if the city was to do its full duty in the war, and at the same time to maintain adequate public service, all superfluous consideration of personal or party politics must be eliminated. To such a purpose I pledged myself in my inaugural address. To such a course I have sought to adhere. The endeavor has been to conduct an administration without partisanship. To facilitate this, and to diminish the number of obstacles, I pledged myself not to be a candidate to succeed myself and I secured an amendment to the Boston City Charter making the Mayor of Boston ineligible for a second term immediately after the expiration of the four-year term for which he is elected.

The city's financial problem at the beginning of my administration was considerable. The prospect for city borrowing, within the debt limit, was \$1,230,373 lower than for the preceding year. Also instead of having \$1,182,721 of unappropriated cash in the treasury, as it had on January 31, 1917, when I entered office the city had not a single dollar of unappropriated cash in the treasury. The total amount available for general municipal purposes from taxes and revenue showed for the current year a reduction of \$1,876,758, more than 11 per cent, or from \$16,679,974 to \$14,803,216. Thus, with a reduction of \$1,876,758 in the amount available from taxes and revenue, and a reduction of \$1,230,373 in the borrowing capacity within the debt limit, the city government, in February, 1918, had \$3,107,131 less funds available than in the preceding year, a reduction of more than 15 per cent.

With this inadequate financial equipment we faced the necessity of maintaining satisfactory city government in war time, and with many special problems directly ahead of us, such as the need to provide \$100,000 more to meet the increase in the pay of day laborers, which had

been advanced to \$3 a day on June 1, 1917; to provide \$172,000 more for extra firemen, due to granting one day off in three; and to provide means to meet many of the exigencies of war.

The first year of my administration was the last year of the World War. The termination of the war did not, however, end the difficulties of the city. The problems of readjustment after the war have been serious. The war increased prices of materials necessary for city use, increased the burden of relief departments, discommoded city financing, halted public construction work, and in many ways made the city's course difficult. How heavy was the burden may be seen from the fact that the actual expenditures exceeded a round total of \$50,000,000 including county and metropolitan expenditures and our share of the state tax. Many causes contributed to this high cost, such as large expenditures, more than \$1,500,000 for street repairs, reduction of working hours in the Police and Fire Departments, increase in the payment of pensions, and for the retirement of serial bonds. These were local causes, which combined with general conditions to increase the cost of conducting the management of Boston's public affairs.

These difficulties were overcome. At the end of three years of my administration the deficit mentioned above had been absorbed, and that year was closed with unappropriated cash in the treasury of the City of Boston amounting to \$3,817,250.61, the largest in the history of the city.

#### ASSESSING.

This has been brought about by systematic management of the city's affairs and by adequately assessing the properties of the larger corporations of the city. Today the six largest corporations in the city pay a tax on a valuation \$25,615,400 greater than that before the present administration took office.

The system of the Assessing Department has



been both simplified and developed to a degree of much higher efficiency than it previously had. The real estate record sheets, which were used on the street, have been perfected so that they contain in detail a description of each parcel of property, showing the character of the building, number of stores, and giving a complete description of the estate, including the character of the land, etc.

As a result of existing surveys the maps for use in the department have been developed for the benefit of the city. The Assessing Department now has on hand maps covering about two hundred twenty-five surveyed blocks of the city. In addition to these gains in efficiency, a considerable number of blueprints have been made of the atlases, upon which is shown the price per foot, for the use of the local assessors in making their assessments.

The state income tax law in 1917 reduced the valuation of the city by about \$167,000,000, as it took from the total valuation of the city the valuation of the intangible property; and in 1920 there was a further reduction of about \$40,000,000, due to a change in the law regarding taxation of foreign corporations. The full effect of the earlier reduction was felt for the first time in 1920. The full effect of the second will probably be felt next year. The effect of the first reduction was to reduce the borrowing capacity of the city by  $2\frac{1}{2}$  per cent on \$167,000,000. It is for such a reason that we had to go outside of the debt limit in 1920 to get legislative authority to borrow \$2,500,000 for Stuart street; \$1,000,000 for new ferryboats, and \$100,000 for Old Harbor improvements. Thus the appropriating and borrowing powers of the city have been seriously interfered with by charges effected in state legislation.

#### THE CITY TREASURY.

In the Treasury Department the system of payment by checks has been established, thus placing the operations of this office on a modern business

basis, with the result that there is a much greater exactness and precision in all of its functions. This system obviously imposes a check against errors, and is a strong safeguard to the city. It has met with general commendation and may be taken as a permanent improvement in this department.

The facilities of the treasurer's office have been materially increased by the addition of the most modern, practical office equipment. The work of addressing and mailing has been appreciably speeded up by this improvement.

Two particular demonstrations of the efficiency of the city treasury office may properly be emphasized, both of them representing a distinct gain in security of the public funds. A better interest rate, amounting to  $3\frac{1}{4}$  per cent on certain accounts, has been obtained for the public funds. This is a better rate than the city has received on such accounts in recent years.

The last year has seen much disturbance in certain banking circles in and about Boston. This disruption of public confidence was a serious menace from which the state suffered heavily as a depositor, along with many private individuals. It is a source of great satisfaction to the City of Boston that through the wise foresight and correct action of the City Treasurer, not one dollar of the City of Boston funds was tied up in any of the banks closed by state authority. The position of the Treasury Department of the city was that its first duty was to safeguard every dollar of the public money. No other consideration could take precedence over this. The City Treasurer conceived it to be his imperative duty to protect this money, acting as trustee for all of the people of Boston. He proceeded from this conviction with entire success and with great benefit to the city. It is not a part of city government to undertake to uphold weak or questionable banking institutions. The city uses these institutions in its financial operations precisely as any business house should do. Therefore when it became clear to the City Treasurer that

certain banks were less strong than any institution should be to warrant doing business with the city, he acted with promptness and applied his correct principle with the result which is recorded, that is, the unimpaired security of the public funds of the City of Boston.

Further advantage and profit for the city have been obtained by undertaking in the Auditing Department during the past year the payment of bills daily, in order to take advantage of discounts. This suggestion was made to the City Auditor by me last spring and was put into operation on March 1, 1921. The plan has worked admirably. Up to December 1, 1921, the saving effected has been \$9,542.96. This plan continued in operation should be of large public advantage. It is the business-like way and is directly in line with the modern methods of conducting public business on the same lines of economical management as have been found necessary in private business.

Methods of economy carried forward without sacrifice of service have operated for the public's advantage in many departments of city affairs. It is an achievement worth emphasis that during my administration the city debt has been notably reduced. The decrease from January 31, 1918, to December 31, 1921, was \$4,439,660.26. The complete figures for the debt of the City of Boston and County of Suffolk as compared for these two dates are as follows:

DEBT OF THE CITY OF BOSTON AND COUNTY OF SUFFOLK.  
NET FUNDED DEBT DECEMBER 31, 1921, COMPARED WITH JANUARY 31, 1918.

	City Debt.	County Debt.	Water Debt.	Rapid Transit Debt.	Total.
January 31, 1918.....	\$52,198,425 45	\$1,623,223 77	\$368,000 00	\$30,380,527 82	\$84,570,177 04
December 31, 1921.....	47,758,765 19	1,447,694 00	301,177 50	31,246,792 24	80,754,428 93
Decrease.....	\$4,439,660 26	\$175,529 77	\$66,822 50	*\$866,264 42	\$3,815,748 11

\* Increase.

## TAX RATE.

The history of Boston's tax rate for the past four years is satisfactory. In 1917 the Boston tax rate was \$17.70, then the lowest but one in the state — Peabody, \$15.

Boston's 1921 tax rate is \$24.70. There are only four Massachusetts cities with lower rates this year. Those four cities are Beverly, \$22.80; Holyoke, \$24; Newton, \$24; Fall River, \$24.20. In other Massachusetts cities the tax rate runs much higher, reaching the peak in Revere, which has a 1921 rate of \$37.20.

In 1917 there were a number of cities grouped near Boston in the size of their tax rate. For example, in 1917 these tax rates were close to Boston's: Springfield, \$17.80; Chicopee, \$18.70; Lawrence, \$18.80; Holyoke, \$18.80; Attleboro, \$19. It is interesting to note now that the rates in all of this group, which four years ago were close to Boston, have increased far more than has the rate in this city.

The increase in Boston's tax rate in the past four years has in fact been absolutely normal. The increase has been exactly \$7. This is precisely the increase in the average tax rate for thirty-eight Massachusetts cities. The average rate for these cities in 1917 was \$21.56. The average rate for the same cities in 1921 is \$28.56. Thus, Boston's rate has remained exactly \$3.86 lower than the average Massachusetts city tax rate.

It will be borne in mind also that during this period the tax for city departments, despite the unusual costs, and extra expenditures for streets, outside the schools, has shown a decrease. The tax figures applying to such city departments are: 1918, \$12.37; 1919, \$12.13; 1920, \$11.90; 1921, \$11.53. It will be observed that since 1918 there has been an actual annual reduction. From 1918 to 1921 this reduction was 84 cents. In the same period the expenditures for schools have increased greatly. Over this the Mayor has no control.

The portion of the tax which was applied to schools was: 1917, \$4.33; 1918, \$4.48; 1919, \$5.02; 1920, \$7.14; 1921, \$8.03. It will be seen that the school tax has nearly doubled in this period. This made the increased tax rate inevitable, despite economies in any other municipal department. It is gratifying to Boston that during a period of rapidly rising costs of material and labor through the stress of difficult war conditions and almost equally difficult conditions accompanying reconstruction, we have been able to meet all the demands resulting from the war, and at the same time to increase the efficiency of public service and at the same time to prevent Boston's tax rate from rising beyond reason. To have kept the city's tax rate in the same relation to the average city rate for the state during these four years, to keep that rate still \$3.86 below the average rate, is, I think, a matter for congratulation to every taxpayer. The problems of a large city such as Boston are more complicated than those of a smaller community. The war's demands were particularly heavy upon us as the capitol city of this state. The pressure of acute unemployment conditions further bore upon this city with greater force than on most other cities. Thus it would have been reasonable to expect a much greater increase in Boston's tax rate than actually occurred. I think the citizens of Boston should appreciate the fact that an unreasonable tax rate increase has been prevented simply by the co-operation of all city departments in seeking to give the maximum of service at the minimum of expense.

Under the statutes the city tax limit is \$6.52. It became necessary, during my administration, to increase this tax limit. A special act was secured from the Legislature permitting such increase. During last year the tax limit was fixed at \$11. The difference between \$6.52 and \$11 means an increase in the amount available for the city, amounting approximately to \$6,750,000.

It undoubtedly will be necessary for the incoming Mayor to seek similar assistance through legislative

act. Due to the termination of the special act increasing the tax limit, that limit now automatically returns to \$6.52. The Legislature at its last session was disinclined to increase the tax limit for Boston so far in advance, and it therefore will become necessary for the incoming Mayor to take this matter up on Beacon Hill. I have left available facts and figures pertaining to this situation, which I hope will be useful to the new administration.

#### POLITICS AND ADMINISTRATION.

The problem which the executive of a city must keep foremost in mind at all times and under all conditions can be stated in simple terms, though its translation into action and results is not simple. In brief, it is to save the public money, and, at the same time, to secure for the public a maximum of service. One of the commonest obstacles to the solution of this problem in municipal government is the presence of what may be called political considerations. This is the obstacle commonly met in all departments of democratic government, whether municipal, county, state or federal. It is this consideration of political exigencies and necessities which so often leads commentators on our public affairs to comment unfavorably upon the differences between the conduct of public business and private business. The temptation or the pressure which interferes with the business-like management of public affairs at all times makes difficult such management in the public interest. I have endeavored to provide in the conduct of the affairs of the City of Boston a nonpolitical administration. Considerations of political strategy and the claims of political prejudices have been eliminated. I have sought to direct city affairs, so far as they came within my control, upon a basis of the fundamental requirement which I have already emphasized, that is, to secure the maximum of public service at the minimum of public cost.

It is not possible to make a precise comparison between the government of a city and a private

business. It is possible, however, and it is necessary if the best results are to be obtained, for those directing a city government to keep ever in mind the essential principles which promise the best results in any business undertaking. If a private business should be conducted with a constant yielding to the importunities of personal advantage, or if it allows itself to be influenced by demands of favoritism it must encounter difficulties and invite failure. So we find in direction of public affairs that the pressure of political favoritism operates as a brake against municipal progress.

Recognizing these facts, and recognizing the difficulties of my office in this regard, I have tried always to keep the public interest uppermost and to eradicate pernicious politics from the city administrative affairs.

This policy has been to a marked degree successful. I believe that during my administration city employees in all departments and of all grades have felt that their work was judged on the simple basis of faithfulness and efficiency, and without undue consideration to their political affiliations.

#### STREETS.

It is an ancient truth recognized by the earliest builders of cities that convenient means for travel from place to place are necessary for progress and prosperity. The basis of such provision is good roads or streets. From the earliest times the importance of highways has received recognition. The safety of the nation has always depended upon the facilities for travel from place to place. The prosperous development of a city no less depends upon an equipment of streets adequate in number and suitably maintained. In laying out a new city under modern conditions this problem of street provision is the one which receives first attention. Under such conditions as apply to a made-to-order city the problem of street arrangement and construction is not particularly difficult. Under such conditions as prevail in a city of Boston's age and

physical characteristics the problem is, on the contrary, supremely difficult. We have here an old city, including in its business section and in part of its residential sections, a network of old, crooked and narrow streets, which, however picturesque they may be, and however well they may have served the early colonists, present a considerable problem to modern city government.

Through years of inefficient service, inadequate appropriations and badly advised expenditures, Boston's streets fell into a disgraceful condition. Old streets had been allowed to fall into decay and no longer served even within their restricted range of possibilities the normal demands placed upon them. New streets had been planned and constructed often in a haphazard manner, and frequently for the purpose of meeting the importunities of some politician or political influence. When I assumed office I was impressed by this existing and menacing situation. It was obvious that it would not be sufficient simply to doctor this condition by any haphazard or casual methods. I therefore dealt with this situation by appointing a committee, on which the engineering firm of Stone & Webster accepted membership. Under this committee a searching investigation was made by engineers, with the purpose of establishing a policy for essential street improvements.

As a result of the study by this committee a comprehensive plan was made. This plan called for general street improvement in the down-town section, and then for the construction of thirteen radial highways. This plan has been followed towards completion. It has to a very large extent obtained satisfactory results. What is perhaps even more important, in its promise for the future, is that it has removed street construction problems from the confusion and contamination of local politics. It is hardly necessary to emphasize the fact that this plan and its operation have met vigorous antagonism from a few local interests. Nevertheless, the wisdom of the plan has received



general recognition, and the opposition will disappear. It is important and gratifying to record the concrete achievement of this committee in undertaking a solution of the street problem of this city. Yet the most important feature of what has been done is not this concrete achievement, but is rather the line of procedure indicated by its undertaking. I most earnestly hope that the city will continue to approach its street problem in the same spirit and with as gratifying results.

#### STUART STREET.

The most important single undertaking in street laying-out or construction was the Stuart street widening and extension. This was authorized by me as Mayor on September 8, 1921, when I approved the order for the laying out, extension, widening, relocation and construction of Stuart street as a highway, between Huntington avenue and Washington street, over and including parts of Grenville place, Tennyson and Eliot streets, and the widening and construction of Eliot street, as a highway, between Warrenton street and Broadway. This project is a direct contribution toward the solution of the large traffic problem of the city. It is impossible to forecast the extent to which this will increase the general business prosperity of the city as a whole. It will, however, add what the city has long needed, a broad and well-planned general highway cutting through the city, or in the midst of a busy business section, and certain to become one of the most valuable and important portions of the whole city.

This improvement, one of the largest of its kind in the city's history, will be carried to completion without excessive initial cost, and with the absolute assurance of largely increased public revenues through the rapid development of real estate values and the erection of important buildings. Awards for land to be taken and for buildings to be cut off or removed, make a total of \$2,391,068.25.

The total estimated cost of construction is \$350,000. This makes the total estimated cost of this improvement, \$2,741,068.25. Property in the territory through which this highway is to extend should benefit to the amount, according to estimates, of \$2,369,936.95. If these estimates are maintained, the net cost to the city of the Stuart street improvement and extension will be but \$371,131. This sum is hardly more than the annual tax revenue at  $2\frac{1}{2}$  per cent from three large buildings which are already planned for construction abutting this highway. That the completion of the street will largely increase the taxable property of the city is obvious. It is hardly less clear that it will immediately contribute to public prosperity through a new stimulation of business. The streets, in their arrangement and their maintenance, constitute an essential part of the equipment by which the city does business and prospers. With inadequate streets or with streets poorly maintained, it is not possible for any city to increase its business or even to maintain an established activity. Boston has for many years suffered from the fact that it was attempting to do the business of a modern city in times of great speed and energy with a street equipment designed for other times and for less strenuous needs. The problem of readjusting street conditions in this city to meet the pressure of modern business and to allow for what should be our normal development of prosperity, is not a simple one. I believe that the extension and improvement of Stuart street is the most direct, and will be the most effective attack on this problem which the city has made in recent years. Its initial cost to the city is low. The possibilities of its profit to the city are incalculably large.

#### CLEVELAND CIRCLE.

Another improvement of much importance and of particular satisfaction from the fact that it completes a scheme which was planned more than

thirty years ago, is the development of Cleveland circle, at the head of Beacon street, near the Reservoir in the Aberdeen section of Brighton. Previous efforts to carry this work through have been retarded by a number of reasons, among which was the fear that a number of fine trees and a fountain would have to be destroyed. At my suggestion this matter was taken up again, and after a careful study of the problem by the engineers of the Park Department and the Public Works Department, a plan was worked out which saved all but two of the trees, those saved being the best ones. It was planned that additional trees should be planted in the circle this spring.

In connection with this development, and as a part of it, Chestnut Hill avenue, between the Brookline line and Commonwealth avenue, has been widened; here again a number of trees which it was feared would have to be destroyed have been saved by the skillful planning of the engineers. On the park bordering Chestnut Hill avenue a wall has been built which, I am informed by the landscape architects, is one of the most attractive of its kind to be found anywhere.

I am speaking at some length of the Cleveland circle improvement because it is an example of development which not only is of artistic value, but also contributes specifically to the increased safety of the public. The widening of Chestnut Hill avenue has removed a dangerous spot where automobile collisions were of rather frequent occurrence. The avenue was formerly 60 feet wide with a double line of car tracks laid on one side of the roadway. It is now 80 feet wide. This is a heavy traffic point. This traffic formerly used but one side of the roadway and it was forced to meet on the wrong side of the road traffic which was passing through from Beacon street westerly. Under the new plan the tracks are in the center of the avenue, leaving plenty of room for traffic. This should materially reduce the number of accidents at this point.

Thus we have perfected what is probably the most attractive approach to the City of Boston over the highways. Most of the overland tourists to and from New York and the West follow this route.

#### OTHER STREET DEVELOPMENT.

A larger amount of street construction has been undertaken and completed during my administration than in any preceding similar period. This was in response to an obvious need. The business prosperity of any city requires the best possible construction of its highways and an adequate maintenance of them. The present administration has sought to keep this fact constantly in mind, and to expend the city's money with a constructive economy in the field of highway development. There have been constructed or improved 313 miles of streets and 75 miles of artificial stone pavement during the past four years. This is the largest amount of such construction in any similar period in the city's history.

A number of other important highway developments have been put through during the past four years. The Stuart street extension and the development of Cleveland circle and Chestnut Hill avenue, above referred to, are of particular importance, but they do not stand alone as marking the progress made by the city toward a satisfactory equipment of highways.

For many years the improvement of Centre street, West Roxbury, from South street to Spring street, has been sought. This work has now been done. Its completion gives to the important and growing district of West Roxbury a particularly fine radial highway which insures far better transportation than in the past for the people of this part of the city. It is to be expected that this improved highway will to a considerable extent develop along business lines.

Complementing the Centre street improvement are the extension of Belgrade avenue and the widen-


ing of Beech street. This improvement was dictated by the desirability of fully completing the surface car transportation plans which the widening of Centre street promotes. The Centre street widening alone could not guarantee such surface car transportation improvement as was desired, but the work on Belgrade avenue and Beech street carried the plan forward and eliminates bad curves and a roundabout route for the cars. Thus these two important highway improvements should operate to develop rapidly a home area adjacent to this better served territory.

Chelsea street, Charlestown, has been widened. This improvement is made necessary by the demands of teaming and street car transportation. To and from the docks along the Mystic river is a large amount of teaming, most of which is by way of Chelsea street, this being the only approach to the docks without a difficult grade. Before the widening of this street such teaming was hampered by much traffic congestion and many vexatious delays. These obstructions to business traffic on Chelsea street are now almost eliminated.

Hyde Park has received a notable street improvement in the widening of Hyde Park avenue, which has been completed after much difficulty with the street railway situation. The Hyde Park section should profit materially through this street improvement, both in better transportation facilities for business and in a stimulated real estate development.

The widening of North Beacon street, Brighton, between Market street and the Charles river, is the fulfillment of a plan partially carried out a few years ago when this street was widened between Union square and Market street.

In South Boston, D street, Claffin street and Fargo street have been ordered constructed. These improvements will mean much to a large territory close to the waterfront in a part of the city which offers possibilities of large and profitable development for factories and storage warehouses.



One of the most important street improvements of recent years is the widening of Charles street in the city proper. This improvement was made in the interest of traffic and particularly to serve the transportation of merchandise to and from the freight terminals. The need of some relief in this congested section of business travel has been recognized for many years, and in recent years there has been much insistence upon making improvements there. The increase of motor vehicle traffic, with its consequent increased congestion, created a situation which has now been happily relieved. This Charles street widening is the first step in a scheme for better means of motor transportation around Beacon Hill and away from the retail shopping district.

Additional improvement in street conditions in the vicinity of Park square is obtained by the extension of Clarendon street, between Columbus avenue and Stuart street. Clarendon street is now a completed thoroughfare from Tremont street to Beacon street. Before this work was undertaken there was a break in the street, between Columbus avenue and Stanhope street, the two sections being divided by an open railroad cut. This led to confusion and, of course, it also halted property development in that section. In order to carry this improvement through it was necessary to build a bridge over the railroad to join together the two parts of the street. The success of this improvement is already manifest in a steadily increasing traffic by this route. It provides convenient approach to the Back Bay railroad stations. It is to be expected that the completion of this street will encourage valuable real estate development in that territory. It is a particular satisfaction to make note of the completion of this work because it has been advocated practically every year since 1870.

As a material contribution to lessening the difficulties of the traffic situation, Tremont and Boylston streets were widened from the Common side after a referendum to the people.

Large amounts of main highway construction have included, in the city proper, Atlantic avenue, Commercial street from the South Station to the North Station; all of Federal street; Portland, Merrimac, Cross, Blackstone and Charles streets, Clarendon street extension, Tremont street from Eliot street to Massachusetts avenue; State and Albany streets, Harrison avenue, Newbury, Exeter, Devonshire, Franklin and Stuart streets.

In East Boston, Saratoga and Chelsea streets have been improved. In Charlestown, Main street, Rutherford avenue and Chelsea street have been improved. Other important street construction of the past four years includes, in South Boston, Broadway, East Fourth street, Dorchester street and Dorchester avenue; in Dorchester, Dorchester avenue, Washington, Pleasant, Stoughton, Morton, Bowdoin, Norfolk and Babson streets and Geneva avenue; in Roxbury, Warwick, Smith, Conant, Parker, Tremont and Dudley streets and Columbus and Walnut avenues; in Jamaica Plain and West Roxbury, Centre, Washington, Green, Amory, Boylston, Beech, La Grange and Morton streets and Belgrade and South Huntington and Metropolitan avenues and Arborway; in Hyde Park, Hyde Park avenue and River street; in Brighton, Washington and Cambridge streets, North Beacon and Market streets, Chestnut Hill avenue and Cleveland circle. Much work has been done also in improving the condition of the bridges, without which the use of the highways is of course obstructed. Work done in this branch of the public works, is as follows:

#### BRIDGES.

Broadway Bridge, over Boston & Albany Railroad, rebuilt.

New bridge constructed over Belgrade avenue extension (formerly Beech street), West Roxbury.

Norfolk Street Bridge, Dorchester, over New York, New Haven & Hartford Railroad, widened to conform to the new street lines.

Northern Avenue Bridge, reconstructed to permit the operation of Union freight trains.

Summer Street Bridge, over Fort Point channel, reconstructed to permit the operation of electric freight cars.

New bridge constructed on Brookline avenue, west of Beacon street. This will allow the operation of the heaviest type trolley cars.

New bridge constructed over the New York, New Haven & Hartford Railroad and Boston & Albany Railroad at Clarendon street, between Stuart street and Columbus avenue.

Ashland Street Bridge, West Roxbury, over New York, New Haven & Hartford Railroad, was rebuilt.

Warren Bridge, between Boston and Charlestown, was reconstructed to permit the diversion of the heaviest type trolley cars in the event of an accident to Charlestown Bridge.

A contract has been let for designing the superstructure of a permanent bridge, to replace the present temporary one, at Chelsea South, between Boston and Chelsea.

A new steel deck girder bridge, encased in concrete, was built on Bennington street, East Boston, over the Boston, Revere Beach & Lynn Railroad.

On Hyde Park avenue, over Mother brook, Hyde Park, a new reinforced concrete bridge is being constructed.

#### OTHER PUBLIC WORKS.

A new wall was constructed along the line of the Roxbury canal, in the rear of the city's paving, sanitary, sewer and water yards and the City Hospital, and the canal was dredged to allow larger barges to deliver coal at the City Hospital coal pocket. The old bulkhead had collapsed and impeded navigation in the canal.

Work is now in progress on the improvement and sanding of the Strandway beach, at M and N streets. A concrete wall is to be built, also.

Engineering parties from the Public Works Department have been lent to the Institutions, Fire, Public Buildings and Hospital Departments to supervise the erection of various structures for those departments at a very appreciable saving.

The interests of the employees of the Public Works Department and their necessities, in view of



the difficult living conditions of the past few years, have been kept in mind, and increases amounting to from \$1 to \$1.50 per day have been given to laborers and mechanics. Also to all clerks and inspectors receiving below \$2,000 per year have been granted salary increases to from \$200 to \$400 per year. A schedule allowing annual increases to employees of the engineering service has been successfully adhered to.

#### FERRY SERVICE.

Further to encourage and provide for improved traffic conditions, the Ferry Service has been greatly strengthened. Two new steel ferryboats of the latest type have been built and are now in operation. They are the "Lieut. Flaherty" and the "Ralph J. Palumbo." These boats represent the latest word in this sort of vessel and a feature of them which demands public interest and approval is that they are equipped with fire pumps so that in the event of waterfront fires they can be used as auxiliaries to the regular fireboats. Two of the old ferryboats, no longer in use, have been disposed of. They are the "D. D. Kelly" and the "General Hancock."

The remaining ferryboats have been reconstructed or repaired so that they now are in first-class condition. The ferryboat "Noddle Island" has been given an entire new hull. The "General Sumner" and the "John H. Sullivan" have been so constructed as to provide for four teaming roadways. This work of reconstruction has increased the vehicle-carrying capacity of these three boats by about 100 per cent. The ferryboat "Hugh O'Brien" has been given a new boiler and its machinery has been thoroughly overhauled.

On one of the slips on each side of the South Ferry, provision is made for a double runway, which will greatly facilitate loading and unloading the ferries.

Thus Boston's Ferry Service has been brought up to date and made to fulfill its purpose.

## WATER SERVICE.

Another branch of public works in which particular effort has been made to increase the safety and convenience of the citizens of Boston is that of the Water Service. In order to strengthen the city's fire protection and to anticipate new street construction, as well as to extend the high service for sprinkler systems, twenty-seven miles of water mains of various sizes have been laid or relaid in different parts of the city during the past four years. These include:

A 12-inch main was laid in Main street, Charlestown, in place of the worn-out 6-inch main.

In Jamaica Plain, a 16-inch main was laid, replacing small pipes.

The supply in Spring street, West Roxbury, was reinforced by a second pipe to provide sufficient service for the United States Public Health Service Hospital in the old Parental School property.

A new 12-inch flexible main was laid between Moon and Long Islands, to afford a second supply for the harbor service.

Twenty-five hundred linear feet of 24-inch pipe, laid in 1885, in Perkins street, West Roxbury, were replaced with 36-inch pipe. This is the first step in a plan to afford an adequate second feed in the high service from the metropolitan mains. To make the new supply fully effective, 4,000 feet of the 24-inch pipe remain to be replaced.

The laying of the 36-inch high service in Harrison avenue, over the railroad bridge, at Motte street, was completed, greatly improving the supply to the high value district of the city proper.

Waste water surveys have been made in Charlestown, Brighton, South Boston, East Boston, portions of the city proper, Back Bay, Roxbury and Dorchester. The results of this survey have justified the expenditure, in that Boston's share of the metropolitan assessment has been appreciably reduced.

The two pumping stations of the high pressure fire service have been completed, one in the Edison station on Atlantic avenue and the other in the Lincoln power station of the Boston Elevated Railway Company.

The station in the Edison property is equipped with two electrically-driven four-stage centrifugal pumps, each of a capacity of 3,000 gallons per minute, at 300 pounds pressure. The station in the Elevated property is equipped with two steam turbine driven three-stage centrifugal pumps each of a capacity of 3,000 gallons per minute, at 300 pounds pressure.

#### ARLINGTON STATION.

Improvement of transportation facilities within the city and between the city and suburbs is a constant necessity, and always in the processes of expansion, never completed. This process during my administration has been carried on with such results that there is a notably increased provision for the business and convenience of the residents of Boston and for those who do business here. Under the Transit Department of the city public convenience has been served by a wise and well ordered expansion of transportation facilities. The most notable specific achievement in this line is the completion of the Arlington Station in the Boylston Street Subway. The demand for this station was long ago expressed. That demand is now met by a station admirably arranged, easy of access and egress. This arrangement is particularly convenient for the public. Each entrance and exit leads to or from all trains in either direction. This convenient arrangement eliminates confusion and serves the public perfectly. The completion of the Arlington Station provides one link in a most important chain of Boston's development. Through many years past it has been felt by business men that there were opportunities for large development in the region adjacent to Arlington street and Park square. Certain business establishments and places of entertainment have made considerable investments there, yet street facilities and transit conveniences were lacking. During my administration this section of the city has been brought into active participation in the city's growth. The completion of the Arlington Station and the commencement of the

Stuart street widening and extension are specific and mighty factors in opening up to progress one of the potential business centers which has too long suffered suppression. Other improvements in transit facilities during my administration include provision for an underground station at Maverick square for the East Boston Tunnel; enlargement and improvements at the Park Street Under Station of the Cambridge Subway, and preliminary plans for general expansion in existing facilities.

#### PUBLIC BUILDINGS.

The demands of city growth exert a continuous pressure upon the physical equipment of a city, and this must be met by a continuous series of additions to the list of public buildings of all sorts. The growth of population and improved methods of education exert strong pressure year by year to amplify the equipment of school facilities. During this administration the appropriation for new schoolhouses reached a total on November 30, 1921, of \$5,763,123. The most important of these was the new high school in Dorchester, for which \$1,200,000 was appropriated. For a new Public Latin School in the Back Bay \$950,000 was provided. The Intermediate School, Roger Wolcott District, Dorchester, required \$400,000. A twelve-room building for the Washington Allston District took \$300,000. In West Roxbury the twelve-room building for the Charles Sumner District took \$360,000. Other schools provided for under these appropriations are, Dearborn District school, Roxbury; Samuel Adams District school, East Boston; Lewis District school, Roxbury; George Putnam District, eighteen-room intermediate school; Prince District, Back Bay; Theodore Lyman District, East Boston; Emerson District, East Boston; John Marshall District, Dorchester; Edward P. Tileston District, Mattapan; Robert G. Shaw District, West Roxbury; Julia Ward Howe District, Roxbury, and additions to the

Pauline Agassiz Shaw School, Dorchester; Michael Angelo School, North End; Oak Square School, Bennett District, Brighton; Mary Lyon School, Brighton; Bailey Street School, Dorchester, and the William Lloyd Garrison School.

For public buildings up to November 30, 1921, there was provided \$1,582,000, these including a new municipal building for old Ward 12, \$527,000; a municipal building for Hyde Park, \$355,000; a new courthouse for Forest Hills, \$265,000; a building for Engine Company 31 and Police Station 8, \$230,000; West Roxbury Library \$65,000; Wayfarers' Lodge improvements, \$50,000; besides \$90,000 appropriated for Police Station 2.

#### FOR RECREATION.

The growth of public playgrounds is of comparatively modern experience. The value of these spaces in the development of good citizenship and in meeting the legitimate demands of the public have been recognized in Boston by a progressive addition to the number of such playgrounds. More than a million dollars have been appropriated during my administration for the construction and improvement of playgrounds and buildings thereon. The most important of these is provision for a new gymnasium building with baths and a swimming pool in South Boston, to cost around \$400,000. This will be located at the corner of Broadway, C and Athens streets and will replace the old D Street Gymnasium. It is to be of the most modern type and will be one of the finest buildings of the sort in the United States. Everything in the way of up-to-date equipment to provide wholesome enjoyment and to serve public convenience will be included in this building. It will be a gymnasium of which all the city will be proud.

Conditions at Marine Park had long demanded radical changes. The old head house and the bathing facilities there were out of date and no longer served the purposes for which they were maintained.

It was apparent early in my administration that the situation at this point demanded radical treatment. The work of improvement was undertaken and has been carried forward with entire success. The head house has been reconstructed, modern bathing facilities have been installed, the restaurant has been placed under the best business management and there is now located at Marine Park, one of the city's most notable recreation spots, a thoroughly modern and altogether satisfactory head-house. The cost of this reconstruction work at Marine Park was \$157,500. Other playground improvement includes work done at Franklin Park, including new greenhouses at a cost of \$90,000 and a model and up-to-date lion house at a cost of \$65,000; Portsmouth Street Playground; Mozart Street Playground; improvements at Park, Washington, Poplar, Ashland and South streets, Roslindale; Charlestown Playground at Sullivan square; playground at Castle, Washington, Dover and Tremont streets; Adams Street Playground in Dorchester; land taken at East Cottage, Pleasant and Pond streets; new land and grading at Carolina Avenue Playground, and a survey of the Jeffries Point Bathing Beach.

#### PUBLIC HEALTH.

It is as true of a city as it is of an individual that physical well-being is essential for progress and happiness. Modern advance in the care of the individual health is a matter of record. Along with this has marched the development of means to protect what we call the public health. By this is meant an accumulation of methods and the enforcement of regulations under which there is an effective prevention of disease and an encouragement to living conditions which shall be conducive to health. Under my administration the Health Department of this city has kept in mind its primary purpose, to make Boston a healthier city in which to live and to increase, in so far as the limitations of its authority allow, the physical comforts of city residents. The Health Department has been

developed in these last few years to a high state of efficiency. It has commanded the attention and respect of health authorities throughout the country. It has adopted modern methods and has laid a permanent foundation upon which I trust the city will hereafter proceed toward further perfection of guarantees for the public health. The problem of housing conditions in a city the size of Boston, and particularly in a city of Boston's age, is always difficult. Progress has been made to a satisfactory extent in improving these conditions. Under the direction of the Health Board many dark rooms have been provided with adequate light and ventilation, and in general accommodations and facilities have been insisted upon, where practicable, better to safeguard the health of the residents. It is an important fact, which of course the Health Department has emphasized, that the health of every individual is a matter of public concern in a densely populated city. Therefore these insistent efforts of the Health Department to lessen the likelihood of unwholesome living conditions are not only a benefit to the individuals immediately affected, but are also constant contributions toward the general health of the city.

In addition to the work of improving housing conditions within buildings, there has been a particularly effective attention to such danger places as stables, hen yards, public dumps, etc. Mosquito-breeding pools and other dangerous accumulations of water have received special attention. All such places as these have been recorded on the department maps and a careful record has been kept of the work done. In fact the efforts recorded particularly during the summer of 1921 afford a substantial basis for a systematic and more economical work of similar sort in the future.

#### MILK.

The close relation between the public health and the supply of milk is, of course, recognized everywhere. It is a matter for satisfaction that

the regulations of the Boston Board of Health concerning the handling of milk in this city are rigid in their nature and that they have been strictly enforced without favor, but with absolute justice at all times. Personal inspection by the Health Commissioner has been made of many of the creameries and shipping stations through which milk and cream come from the farm on their way to Boston. The results of this inspection have been specifically better to safeguard the public of Boston. I wish particularly to emphasize the fact that such results have been accomplished chiefly by co-operation rather than by compulsion. This method has been amply justified. In pursuance of this policy a letter prepared by the Health Department, urging the care and cooling of milk in transportation, was sent out to about 25,000 persons by the milk distributors doing business in Boston. This campaign covered the entire milk-producing area serving Boston, including all of New England, and parts of New York and Quebec. Also, in pursuance of this policy of co-operation and to make it effective between railroad managements and milk distributors, a conference was held on May 16, 1921, where this matter was discussed and the relative duties of consignors, transportation agents and consignees were studied. The result of this conference has been a better understanding among all parties and a substantial improvement in the service. This is a far-reaching achievement in the interests of the health of the people of Boston. As another instance of this policy of co-operation, a conference was held with the representatives of large milk distributing agencies, and as a result of this, the Health Department has a more effective control over the milk supply and the farmers have a far better understanding of the requirements in this field.

Greater precision in establishing the fitness of would-be producers and distributors of milk in Boston has been attained through the work of the Health Department. It has been established as



a policy that no one can enter the milk business here without demonstrating some definite knowledge of the business. This has operated to keep unfit persons from being in a position to menace, although unintentionally, the health of Boston people.

During the past year there have been several disturbances in the milk business of Boston. From these the public has not suffered. A threatened labor disturbance in this industry was fortunately smoothed out after a conference in the Mayor's office, which was attended by representatives of all the larger milk distributors and all of the producers. Application was made also during the past year by a chain-store system for a license to sell milk in its stores on the cash and carry plan. Such license was granted only after the applicant satisfied the commissioner and the department that he was qualified to conduct the business properly, that his source of supply was satisfactory, and that in all the company stores he would faithfully observe every requirement under the health regulations. These conditions were complied with, and as a result, the price of milk to the consumer in Boston has had several reductions. The City of Boston has no interest in the milk business except to see that all receive scrupulously fair treatment, and that there shall be no menace to health. The competitive element which entered the Boston milk situation this last winter was, I believe, a public advantage.

#### FOOD INSPECTION.

Hardly second to the milk problem in a large city is that of the food supply. There is a long dismal history of epidemics in the past which have been traceable to infection carried through food publicly sold. Such epidemics are now less common, and less excusable than they were. In Boston the Food Inspection Division of the Health Department has most effectively guarded the public health. The routine work of condemning unsound

or unwholesome foodstuffs has been carried on with thoroughness and with fairness. Food sold in Boston to day is better prepared, better stored and better distributed than before. Two recent pieces of legislation have been of great assistance in this regard. They are "The act to regulate bakeries and bakery products," chapter 418, Acts of 1920, and "The act regulating the manufacture or bottling of certain nonalcoholic beverages," chapter 303, Acts of 1921.

Last year has been one of particular danger to the citizens of Boston, this danger being met by a greater activity of the department in the condemnation of unfit foodstuffs, than ever before. There appeared to be a movement to unload upon the public various kinds of food, accumulated during the war and held for high prices. These prices not being obtained, the owners dumped this stuff on the market, and the public was thereby imperiled. Illustrating the extent of this danger, it may be cited, for instance, that 110,000 pounds of fish were condemned in the warehouse of one concern. Elsewhere, 274,200 ice cream cones were excluded from the food market. Flour to the extent of 19,795 pounds was condemned as unfit for use. Twenty thousand cans of foodstuffs also were seized and many lesser condemnations might be recorded.

I believe this work of condemning foodstuffs was most important. And I believe it should be emphasized for the public understanding that the necessity for such considerable condemnation is in itself a most unwholesome sign. As long as unprincipled men will deliberately court disease and death for the public for the sake of profits, no system of condemnation or fines is either adequate or in accord with public needs. It must be borne in mind, furthermore, that the cost of such goods destroyed is almost invariably passed on to the consumer in the form of higher prices for foodstuffs actually sold. It is an unfortunate fact that losses entailed by such means are too frequently transferred to the consumer, out of whose pocket comes

the penalty for such deliberate and vicious attacks upon the public health for purposes of private greed. The Health Commissioner has suggested, and I heartily accord with his view, that "The only hope in the situation seems to be jail sentence for habitual offenders of this class, for jail sentence could not be passed on to the ultimate consumer as fines and losses through condemnation are."

#### DANGER FROM FRUIT.

It is a source of much gratification to this city that through its activity in protecting the health of the buyers of fruit here, a reform of national importance was effected in the fruit industry of the Western Coast. In 1919 the Health Department discovered that considerable fruit brought to this market from the Pacific Coast was contaminated with arsenic, the result of too late, too heavy or inefficient spraying. It was necessary for the Health Department to condemn much of this fruit. Such action was thoroughly commendable. There was a considerable contest for some time with the western fruit growers over this issue and an appeal was taken by the growers to the United States Bureau of Chemistry at Washington in an effort to have that Bureau sanction the shipment and distribution of such fruit as was condemned by the Boston Health Department. It is a source of gratification for this city that its Health Department was sustained by the Federal Bureau. The immediate result of this was that the western growers, instead of further combating the health protective methods, sought to devise means whereby their fruit might be freed from the arsenic taint. These efforts were of varying success during 1920 when condemnations continued large, though less than in 1919, and again there was some friction between the growers and the local Health Department. By 1921, however, the western growers had put into operation proper methods. The result is that the shipment of western fruit into Boston during the past year has been satisfactory.

This is a most important achievement for the Health Department of this city. So far as I know, this department was the first in the United States to take an effective stand against this very considerable public danger of arsenic-tainted fruit. Following the local board's action, there was effected the co-operation of the state officers in the western states and the growers themselves, and their agents in Boston. Thus the entire country has benefited greatly through a reform in the western fruit business which owes its origin to the courageous stand taken by the Health Department of Boston.

#### DISEASE PREVENTION.

In the more direct function of disease prevention, the efforts of the Health Department have been gratifyingly successful during the years of my administration. During the year 1921 the general death rate for the city was 13.48 per thousand; the lowest on record in the history of Boston. The total number of deaths among the population, including residents and nonresidents, for 1921, numbered 10,217. What these figures mean in the lives saved, or at least in deaths postponed, is impressively shown in the following table:

TABLE SHOWING NUMBER OF DEATHS THAT WOULD HAVE OCCURRED IN 1921 AND OTHER YEARS HAD THE DEATH RATES OF EARLIER YEARS CONTINUED.

	CALENDAR YEAR.				
	1901.	1906.	1911.	1916.	1921.
Deaths of residents and nonresidents that did occur . . . . .	11,300	11,411	11,767	12,760	10,217
Deaths that would have occurred had the same death rate prevailed as:					
In 1901, death rate 19.87 . . . . .	11,300	11,922	13,689	14,824	15,054
In 1906, death rate 18.61 . . . . .		11,411	12,821	13,884	14,100
In 1911, death rate 17.08 . . . . .			11,767	12,743	12,941
In 1916, death rate 16.78 . . . . .				12,760	12,713
In 1920, death rate 15.44 . . . . .					11,699
In 1921, death rate 13.18 . . . . .					10,217

Among residents of the city there were, in 1921, 8,356 deaths, the death rate being 11.03. A striking and encouraging feature of the mortality tables for the last year is a lowered death rate among children under five years of age. During the year 1921 there were but 2,056 such deaths as compared with 2,773 in 1920. Among children under one year, there were 1,489 deaths, equivalent to a rate of 77.52 per thousand births.

#### PLAGUE.

The threat of plague from Europe, South America and some of the Atlantic islands at least served the purpose of stimulating the work against the presence of rats. A patrol of the waterfront, established in 1920, has been since continued and good results have been obtained. There was effective co-operation by the Boston Health Department and the Massachusetts Department of Public Health. On the initiative of the Boston Health Department, the Boston Chamber of Commerce called a conference to consider plague prevention, at which were present representatives from the United States Public Health Service, from the State Health Department and from the corresponding departments of other New England states, cities, towns and civic bodies.

Another peril which stirred some public excitement was the fear of typhus fever during the past year. The Boston Health Department was efficiently active in guarding against this danger and throughout the season of alarm no case was discovered. In December, however, one typhus patient, a resident of Maine, was found in a local hospital, having presumably caught the disease during a journey between New England and Florida. The circumstances, however, were not such as to cause comment, and there was no public danger.

In connection with these dangers, it became increasingly evident that the Federal Quarantine Station at Gallo's Island was inadequate to serve the Port of Boston in the event of the influx of any

considerable number of immigrants. The station there was not even adequate for current needs. The Boston Health Department therefore took the initiative in calling a conference of the health authorities, federal, state and city, along the Atlantic sea coast. This conference was called in February, 1921, by the Surgeon General of the United States Public Health Service and was held at Washington. It brought about a better understanding of the situation. The most concrete result of the conference was a considerable appropriation for the enlargement and improvement of certain federal quarantine stations, including a \$150,000 appropriation for the Boston station.

#### CONVENIENCE OF VOTERS.

A municipal government, like a private business, is never a completed venture. It is always in a process of growth. It draws to itself new problems and it increases the dimensions of the old ones. Boston is a growing city and its problems, therefore, become increasingly difficult year by year. The task of providing for the elementary processes of functioning democracy is in itself one which demands efficiency and forbids anything else than that. The admission of women as voters has increased the work of registration and has required new and better provisions for voting. Preceding the last election, for instance, during the period from September 6 to November 23, in the central office of the Board of Election Commissioners and in the several ward registration places there were registered 14,861 men and 14,396 women. To accommodate the new pressure upon the registration facilities the Election Board as a new departure opened registration in the ward quarters for nine days, twelve hours each day, and on the last two evenings of registration doubled the numbers of registrars in the evening. The result of this efficient handling of the situation was that at 10 p. m. of November 23 all persons who had appeared to be

registered were able to do so before the closing hour. A large increase in the voting list likewise has made necessary a new division of voting precincts. The number of these are increased from 221 precincts in 1920, to 274 precincts in 1921. Not only has the number of precincts been increased, but the convenience of voters, more particularly the women voters, has been consulted in the location of polling places. Many of these have been placed in churches, schools and private buildings. The location of these polling places is shown by the following table:

Number of schools used . . . . .	149
Number of churches used . . . . .	42
Number of booths used . . . . .	51
Number of private buildings used . . . . .	19
Number of city buildings used . . . . .	12
Number of state buildings used . . . . .	1
Total . . . . .	<hr/> 274

#### INDUSTRIAL UNREST — POLICE STRIKE.

During my administration the city has passed through a difficult period in which uns'able business conditions and industrial unrest have presented a series of difficult problems which demanded sane treatment and the application of patience in their solution. It has been my good fortune in some cases to aid in smoothing out these difficulties and in effecting a settlement satisfactory to the parties directly involved and, I believe, to the advantage of the public in general.

The most serious of the strikes which have occurred during the past four years was that in the Boston Police Department in the fall of 1919. The relations between the city government and the Boston Police Department are in general well understood by the public. The elected officials of the City of Boston under ordinary conditions have no responsibility for the maintenance of order in the city, this responsibility resting with the Boston Police Department, under a Police Commissioner

appointed by the Governor of Massachusetts. In the event of riot or tumult, however, emergency powers can be assumed by the Mayor of the city.

When it became apparent that the danger of a serious upset in the Boston Police Department was likely to occur, I appointed a Citizens' Committee with the purpose of aborting a strike. This committee endeavored to persuade the police to abandon their plan of affiliation with the American Federation of Labor and to drop the idea of striking. The committee was unable to persuade the police to such a course. Therefore, when on September 8 a strike appeared unpreventable, and when it appeared that in consequence of such a strike the lives and property of the people of Boston would be placed in peril, with members of the Citizens' Committee I conferred with the Governor of the state and urged him to take an active part, pointing out to him that I had no authority to act at that stage of the situation.

On the following day, being desirous that law and order in the city should be secured, in the event of a strike actually occurring, and acting in accord with my responsibilities as Mayor of the city, I consulted with the Police Commissioner, seeking information as to what measures, if any, had been taken to guarantee such security for life and property in Boston. I was assured by the commissioner that he had the situation well in hand and that there was no occasion for alarm. I suggested to him the wisdom of providing sufficient forces to deal with any emergency that might arise, and asked him whether he did not believe that the State Guard should be mobilized to provide such security. The Police Commissioner was emphatic in saying that he did not wish such aid at that time. The Governor likewise emphasized to me that he would not interfere with the Police Commissioner.

This left the situation squarely in the hands of the Police Commissioner, the safety of the public, therefore, resting upon his assurance, made to me, that there was no occasion for alarm.



At roll call that evening the police went on a strike. That night the city was without enforcement of law. The property and lives of the people of Boston were placed in jeopardy. Adequate provision for enforcing law and preserving order in this city had not been made. The danger which I had foreseen and which I had called to the attention of the Governor and the Police Commissioner developed into a condition of extreme lawlessness.

On the following morning which was Wednesday, acting under my responsibility to the people of Boston as their Mayor I took over control of the Police Department which had failed to protect the people of this city, through its error of judgment, and through its failure to gauge with accuracy the menace involved in the threat to strike. I applied immediately such emergency measures of protection as the authority of my office allowed. I ordered out such portions of the state troops as were located within the City of Boston. I asked the Governor to order out, under his authority, an additional 3,000 soldiers. Notice was sent by telephone promptly to the Adjutant General of the state that orders would reach him summoning the State Guard, and he was asked to proceed accordingly. As a direct result of this action of the City of Boston, members of the State Guard were providing public protection on the streets by 4 p. m. of that day. The night passed with a diminished disorder and by Thursday morning the public danger was ended. On Thursday afternoon the Governor of Massachusetts took control of the State Guard.

#### OTHER LABOR DIFFICULTIES.

The public convenience was threatened by a strike of telephone operators in April, 1919. Matters had reached a deadlock from which no escape presented itself. Believing that a solution was possible, but that it required active interest from a quarter not involved in the direct controversy, I called upon the Postmaster General at Washington, and as a

result of this visit he sent a representative to confer in Boston with representatives of the company and the striking operators. This representative from the Postmaster General accompanied me back to Boston and with little delay succeeded in adjusting differences. The public was thus within a period of forty eight hours saved from the inconvenience of a protracted strike and suspension of telephone service.

In the following month the welfare of the city was threatened by a similar deadlock in the building trades. This condition prevailed for several weeks, with little promise of resumption of construction work. In accordance with the responsibilities of my office I suggested to the contending parties a basis for compromise and this was accepted by both sides. The result of this settlement was a renewed stability in the building industry.

In the summer of 1919 a very grave danger presented itself in the form of a strike by railroad employees. Such a strike if of protracted length would create a serious peril to life and would, of course, involve heavy industrial loss. Recognizing the danger of a food shortage due to interrupted transportation I organized a Committee on Food Supplies to meet such an emergency. Motor truck lines were provided for as a means for supplying the people of the city with food. This threatened danger did not materialize to such an extent that utilization of these means of transportation became necessary. The situation, however, served eloquently to emphasize the public spirit in Boston which is one of our most dependable assets, and which I am sure, we can always count upon in any emergency. My efforts at that time to protect the people of the city against temporary famine brought forward a demonstration of fine public spirit and unselfishness such as have characterized Boston through its history, and such as will always appear here. It was proved in this railroad strike emergency that the people of this city are equal to any crisis and that our citizenship is an absolutely dependable

force which will work as a unit for the preservation of the public welfare.

#### THE SOLDIERS.

When I took office the World War was in its final year. The end of the war was not at the time of my inauguration foreseen. Every effort and activity of the city necessarily centered about war problems. The part which Boston played in war activities is a matter of record and it does not need new emphasis here.

With the signing of the armistice the responsibility of the city for welcoming returning soldiers and looking after their welfare became a matter of prime importance. Early in December, 1918, before the arrival in Boston of the "Canopic," with returning troops, I appointed a committee of about one hundred fifty persons who arranged for the reception of the returning men. Receptions were planned for every steamer which should arrive. These arrangements were carried out with entire success, and I believe were the equal, if not the superior, of any such receptions in the country. The committee made its headquarters in Liberty Hall on the Common where every facility was provided for the comfort and assistance of discharged or returned service men. Positions were found for those desiring them, meals and entertainments were provided and in general the city exerted itself to receive as it should the men who had given their services and offered their lives for the protection of America and its people. In this work of welcoming returned service men I had the most enthusiastic and efficient co-operation of all the people of the city and, as in frequent instances, I was impressed with the unity of spirit and the willingness of action on the part of the people of the city. It was said at Washington that no organization for welcoming returned service men equaled that of Boston's. More than 40,000 men registered at Liberty Hall and this meant that more than 40,000 returned soldiers were given individual attention.

With the war fading into the background there arose an increasingly important task of protecting the welfare and furthering the opportunities of former service men. The problem of aid preceded, however, the end of the war. The first contingent under the selective draft arrived in camp in September, 1917, and immediately thereafter demands began to reach the Soldiers' Relief Department of the city for assistance to the dependents of those who had been called to the colors. These demands reached a climax about August, 1918, when the pay roll on account of dependents of those in the World War reached the total of \$69,067.63.

Following the signing of the armistice November 11, 1918, the demands for aid gradually decreased, so that in February, 1919, they show a total of \$35,-157.83. From then there was a more or less steady decrease in the demands upon the department until November 1, 1920. At about this time the period of industrial depression showed itself with the melancholy result that many able-bodied service men found themselves without employment. From then onwards there has been an increase which perhaps is best shown by the statement that whereas on January 1, 1921, the number of cases drawing relief from the department was 2,062, the corresponding number of cases on January 1, 1922, was 4,745. This increase, within twelve months amounting to more than 100 per cent, was due almost entirely to the serious condition of unemployment. The amounts expended through the Soldiers' Relief Department during my administration are shown in the following table:

YEAR.	Applications Allowed.	Expenditures.
1918.....	4,410	\$893,103 49
1919.....	2,152	471,549 03
1920.....	2,011	417,339 82
1921.....	4,933	1,000,000 00*

\* Approximately.

The operation of the Soldiers' Relief Department has been simplified and made more efficient so that those to whom the city owes the responsibility of assistance are less inconvenienced and are better served. It has in some past years been not uncommon to have fifty or more men waiting on the stairway at 9 a. m. to have their cases heard by the department. This congestion and delay was not the fault of the department itself, but was due to conditions which made it difficult, if not impossible, for that department to handle its work expeditiously. These conditions have been changed. By employing additional help it was not long before the work was dispatched day by day and it rarely was found necessary to ask men to come back a second time with the same application. As now conducted, the office gives immediate attention to all applicants.

This Soldiers' Relief Department has been provided with new and roomier quarters into which it moved last July. The equipment of this department is now thoroughly up to date, and the demands upon it are met efficiently.

#### COMMITTEE FOR AMERICANISM.

The city's Committee for Americanism, now more than two years old, has proved its usefulness and marks a constructive step toward solving one of our national problems. On Monday, December 1, 1919, there was held in the Mayor's office a meeting of various governmental agencies charged with the duty of dealing with problems of undesirable propaganda, etc. From this meeting grew the idea of the Boston Committee for Americanism, which I appointed on December 10, 1919.

It seemed to me, and it doubtless did to many others, that the best interests of American citizenship could not be served simply by processes of investigation and suppression of evils. An attitude which regards the newcomer to this country as a hostile element, or as one to be viewed with suspicion as a potential criminal or revolutionist, is a

vicious attitude which invites disaster and which certainly does not strengthen either our national establishment or the world's respect for us. There must, of course, be constant vigilance to guard against dangers to the state as well as dangers to the individual, whether these dangers are imported or of domestic origin. This, however, is by no means the sum of all responsibility toward the alien. Neither is it a measure of our opportunities for national development. Our country is built up of an almost unreckonable variety of racial origins, and it has been the triumph of America that these have been blended to form not only a stable nation but the strongest and freest that history has known. The homogeneity of our country was demonstrated beyond dispute in the World War.

The better sense of our American responsibilities now takes primary cognizance of the opportunity and duty to build our treatment of the alien upon the assumption that he is a potential good citizen and that, barring mischance, he will by coming here increase the strength of our nation. The best guaranty of American stability is not to be sought along paths of hostile criticism and suppression, but is to be found by national consciousness of the vast opportunity which lies before us in national, state and municipal action seeking constructive and friendly handling of the problems of immigration and citizenship.

Boston's Committee for Americanism is based upon this understanding of our duty and opportunity. In creating this committee I believed it could work advantageously by getting in touch with residents of foreign birth and by giving them a better understanding of the ideals and practices of the United States form of government. This expectation has been realized. This committee is an important addition to the work of the city government and it should be developed into a mighty source of municipal strength. Already it has attracted national and even international attention

through its "Little Book for Immigrants," which has been taken up in a number of educational institutions, and which has been sent for from many quarters of the earth.

#### PUBLIC WELFARE.

It has been the effort of the Board of Overseers of the Public Welfare during my administration so to conduct its affairs as to impress upon those who resort to it for advice and assistance the fact that this department of the city administration is not a bureaucratic establishment, but is an organized group of officials existing for the purpose of giving service. This department has kept in close touch with all agencies of social work in Boston, and it has aided in bringing together for meetings the State Department of Public Welfare and the relief officers throughout the state. During the last few years the problem of unemployment has affected this Board and it has therefore been in frequent contact for purposes of co-operation with many committees on unemployment, and with the Boston Council of Social Agencies. It has also continued the usual co-operation with the Family Welfare Society and the private relief-giving organizations in the city.

The responsibility of this department of the administration is such that large expenditures were necessary under the industrial conditions which have prevailed. It would have been a dereliction of duty to fail in liberal provision for this necessary emergency work, and therefore we can take a justifiable pride in the achievements in this field. The conditions of the last few years have made it difficult for the private relief-giving societies to perform their work. They have been less able than in less difficult years to support the efforts made by the Overseers of the Public Welfare. On this account and because of the continued business depression, a larger appropriation for last year was required. It was necessary to draw upon the city treasury during the year ending January 31, 1922, to the amount of \$1,208,105.34. Certain receipts paid over to

the city treasury during the year will reach \$408,000 leaving a net charge to the city of about \$800,105. Collected by the Board for care and maintenance in the City Hospital for state paupers and those belonging to other cities and towns, is \$45,000; collected on account of the Board of Health for cases in the Boston City Hospital, \$30,000.

There has been developed in the Board a thorough system of visiting cases. Written reports of agents' visits are made to a Case Committee, consisting of the majority of the Board. This committee determines the amount of aid which should be given to each family.

Increased exercise of co-operation between the overseers and the State Department of Public Welfare and other organizations has materially improved the quality of service given under the Mothers' Aid Act.

Figures showing the number of lodgings at the Temporary Home and at the Wayfarers' Lodge are as follows:

#### TEMPORARY HOME.

	1920-21.	1919-20.	1918-19.
Number of lodgings during the year:			
To women.....	3,503	3,066	3,507
To children.....	2,516	2,458	1,371
Total.....	6,019	5,524	4,878

Number lodgings November, 1921, 538.

Number lodgings November, 1920, 654.

Number lodgings November, 1919, 463.

#### WAYFARERS' LODGE.

	1920-21.	1919-20.	1918-19.
Number of lodgings during the year.....	17,654	3,251	14,270
Number of meals provided during the year.....	33,075	6,602	24,745

Number lodgings November, 1920, 603.

Number lodgings November, 1921, 1,550 (note large increase).



A thorough reconstruction of the Wayfarers' Lodge has been undertaken during the last year, and the results are satisfactory. This institution is now not only habitable, but comfortable, and I believe that our municipal lodging house is now worthy of the city.

#### FIRE PROTECTION.

The Boston Fire Department has been redeemed from a condition of inefficiency to one of leadership among the fire departments of the country. Four years ago this department was denounced by the underwriters as inadequate for the protection of property in this city. It is now pronounced a model among such departments. The high pressure service, long recognized as essential for proper fire protection in Boston, has been completed. Whereas 6,865 feet of pipe for this service were laid during the last two years of the preceding administration; 13,290 feet were laid in the first two years of the present administration. Nearly ten years ago this city began the effort to obtain such high pressure fire protection equipment. Much time has been lost during the past decade in the discussion of pumping station sites and in other ways. It is a gratifying thought to all the people of the city now to know that the obstacles have been overcome and that for the first time in its history Boston has fire protection adequate for its needs.

This strengthening of the city's fire protection has been obtained not only by the completion of the high pressure system, but by a thorough reorganization of the department and by the acquisition of modern fire-fighting apparatus. There was much apparatus in the department which was valueless. This has been disposed of. Discipline has been restored in the department, the use of smoke masks has been developed within the past year, a system of inspecting steam fire engines has been established, a school of instruction for the engineers who operate the high pressure system is

in operation, warning bells have been installed at points of traffic congestion for the purpose of giving warning of the approach of apparatus, a new signal system has been placed in service to bring the high pressure system into prompt action, flood lights have been added to the equipment for the proper fighting of night fires, and in general an efficient and thoroughly up to date fire-fighting machinery has been constructed.

The first preliminary tests of the high pressure system were held October 27, 1921, at the station of the Edison Electric Illuminating Company at Atlantic avenue, opposite Pearl street.

#### STREET SHOWER BATHS.

An important work of the Fire Department not directly associated with its primary purpose has been the perfection of a shower bath device which is attached to hydrants in the congested sections of the city during the hot weather. After a successful test on May 27, 1921, the device was generally utilized for the alleviation of hot weather discomfort, and brought much happiness to the children. These shower baths, during the past summer, were in use on the following streets: Border, Saratoga, Meridian, Stone, Chapman, La Grange, North Grove, North Margin, Tyler, West Third, Newman and Mercer streets, Emerald and Sterling streets, Warren avenue, Mission Field, Cabot, Ruggles, Hancock, Leonard, Callender, Holton, Lamartine, Fernboro, Garden Court and Fleet streets, Bigelow street, Oak square and Glencoe street.

#### INSTITUTIONS.

The conduct of the city's institutions to which come those needing aid or care is of the utmost importance. It is not enough that these institutions shall be run economically, for the primary consideration must be a thoroughly adequate public service. When a city or an individual accepts a responsibility,

it follows that this charge must be performed with the fullest consideration of honor and under the most liberal interpretation of methods. The city's institutions required reinvigoration in order to meet its responsibilities. Such reinvigoration they have received.

In the interests of efficient administration the Penal Institutions Department, the Children's Institutions Department, the Institutions Registration Department and the Infirmary Department, have been combined under one commissioner, thus centralizing authority and placing the responsibility where it should rest. This consolidation has proved thoroughly wise. Also in the interests of public service the Suffolk School for Boys has been closed and juvenile offenders in this county will henceforth be cared for by the state. The buildings on Rainsford Island were unfit for the use to which they had been put and the location for this institution was not good. Under the new arrangement the boys will be better cared for and the city saves a considerable sum of money which would have been necessary for new buildings, besides saving a portion of the annual cost of maintenance. In the same field of public service a new Child Welfare Division has been organized under the direction of a deputy commissioner. This division has taken over the care of neglected and dependent children and it has commanded the confidence of those social agencies whose co-operation is essential if the city is to perform fully its duty to unfortunate children.

A most satisfying result of this reorganization of the city's institutions has been obtained at Long Island where a transformation has been effected in the almshouse and hospital. This institution had run into so unsatisfactory a condition that the city's charges suffered discomfort, and lacking fire protection, were in constant danger of losing their lives from fire.

The fire danger at Long Island was recognized years ago and the first effort to remedy that condition was made before the World War, under the

old Board of Trustees. At that time the lowest bid for installing sprinklers, etc., was \$75,000, this including protection for five buildings. This contract, owing to conditions, was never awarded. The first actual work to protect the institution was made during the present administration which accepted bids for sprinkler installation, etc., in the five buildings referred to and in two others as well. In addition to these sprinklers, two high pressure pumps were installed with gasolene engines, and one pump was equipped with electric power. Fire boat connections were made at the two wharves. The two pumps with all connections are valued at \$13,000. Sprinkler work in the two additional buildings cost about \$2,500. Additional water mains were laid and a 500,000 gallon reservoir was repaired at a cost of \$6,400. A number of additional hydrants were placed. This entire fire protection equipment cost something under \$105,000, which had been appropriated for this purpose. It is satisfactory to record the fact that in spite of the upward trend of prices since the days preceding the war, all of the work which had been planned for under the \$75,000 proposal, as noted above, actually cost the city less than \$51,000, representing for the protection of the original five buildings under consideration, a net saving to the city of \$24,000.

This thoroughly constructed system of fire protection for the Long Island Institution is not, however, the sum of the achievements at that place. Everything has been done to make almshouse and hospital comfortable homes for those who are in their care. So effective has been this improvement, that in October, 1921, the American College of Surgeons placed the Long Island Hospital on its approved list of hospitals for the United States. This institution has won the unqualified confidence of Boston physicians, and has become noted as a particularly desirable hospital for the chronic sick. Improvement in the almshouse is hardly less striking. That institution is now said to be without an

equal among similar institutions for physical equipment and the care of inmates.

#### THE CITY HOSPITAL.

As a result of improvements at the Boston City Hospital it will be possible upon their completion easily to care for 1,000 patients a day at the Out-Patient Department.

The hospital was allowed \$629,000 for remodeling the out-patient building and the Lodge building. No expenditure of city money could be better worth while than this, permitting the city, as it will, to support its obligations to the sick. The Out-Patient Department long ago outgrew its quarters which have become inadequate and in no degree fit for the work it should do. In the future this department of the City Hospital will be so equipped that the city may take satisfaction in the work done there. The hospital has, of course, performed its duties always with conscientiousness, but it has been seriously handicapped by out-of-date buildings. The reconstruction of the out-patient building is one of the most satisfactory achievements in the past few years.

Another improvement which will meet with universal commendation is the construction of the Thorndike Memorial, made possible by the appropriation of \$150,000 to be added to the bequest of the late George L. Thorndike. The Thorndike Memorial will take the place of old Ward P, which was built thirty years ago, and which was designed for temporary use. That temporary structure has therefore been in use far beyond the period intended and far beyond the limits of its proper public usefulness. The Thorndike Memorial thoroughly modernized and well appointed will be used for an X-ray department, medical amphitheater, intensive study of patients, and, on the two upper floors, for laboratories.

At the South Department the third pavilion

has been completed. This remodeling of the pavilion from an open ward into an isolating building makes the South Department again a modern contagious hospital, so that the various types of disease may be isolated without danger of cross infection.

Prevention of cross infection from the children in the main hospital has been secured by remodeling Ward I at a cost of \$15,500. This makes Ward I a complete isolating unit for the accommodation of thirty-two children.

In June, 1921, the sprinkler system at the South Department and Drown House was completed. By the expenditure of an additional \$25,000, authorized by the Council in November, and approved by the Mayor on December 7, 1921, completion of the sprinkler system at the hospital is assured. With this done the hospital buildings will be as safe, according to expert authority, as if of first-class construction.

Throughout the City Hospital there has been manifested an enthusiasm and a spirit of growth which are a source of great satisfaction to this city. The material equipment of the hospital has been thoroughly modernized and the departments have shown energy and accomplishment. Monthly meetings held by the surgical staff at the hospital have brought forth many papers which have subsequently been published and which have attracted wide interest. Several important clinics have been established and a number of new departments for the study of special topics have been added.

#### CONSUMPTIVES' HOSPITAL.

The record of progress in the Boston Consumptives' Hospital has been particularly marked by the efforts made to bring comfort and happiness to the patients through improved means of entertainment. More has been done in this direction by this department during the past two years than ever before in its history. Expenditure of money

for this purpose has met with hearty public approval. Motion picture shows, concerts, as well as church services have been held in the dining room of the day camp building, which has been improved and made convenient for such purposes. In many ways the efficiency of this department has been increased and necessary economies have been practised.

The Out-Patient Department has been the center of a work of great importance to the city. The work here and at homes by the nurses is one of the most effective contributions towards eradication of tuberculosis. The United States Census Bureau report for 1920 shows that at that time Boston had seven more clinic hours a week per 100,000 population than Philadelphia, twice as many as New York or Cincinnati, and in fact more than in any other city on record.

Industrial work for patients at the Mattapan Hospital, has had encouraging results. Such work interests an increasing number of patients and it is indicated that a further extension of facilities for this work will prove of great public benefit.

Establishment of a dental clinic in the Mattapan Hospital organized in 1920 has also been of much value. It is worth while to emphasize particularly the work of the Occupational Therapy Department. Under trained teachers, patients, including many who are confined to their beds, have occupied themselves in making a large variety of articles and have in consequence derived much benefit through an improved state of mind and increased happiness. The patients are paid for their work and the articles made are sold at prices covering their cost. A special shop for the sale of such articles was opened at the corner of Boylston and Berkeley streets and has attracted favorable attention. I am strongly of the belief that this work is of much value in improving the physical condition of the patients by encouraging them and giving their minds a more pleasant outlook. In many cases the disease has been arrested and the patients

have been able to return to work. A new and much larger workshop has been provided for and in general the development of this branch of the hospital work has been most encouraging.

#### THE CHILDREN.

The great responsibilities which the citizens have toward their dependents must be kept ever present in the minds of those intrusted with city administration. To the hospitals for the sick and to other agencies of relief where unfortunates find a home must be given constant care and helpful treatment. To the soldiers, those reminders of our national obligations, must be shown a willingness to help them when in trouble.

Of all who turn to the city for aid, the children must be ever present in our thoughts as offering the greatest opportunity for help. The children of today are the nation's rulers of tomorrow. A nation will advance only so long as it is able to place one generation of its children on a plane slightly higher than that occupied by their fathers and mothers.

No responsibility of the city should be placed above its responsibility of helping to develop its little children. To our schools democracy will ever turn for a strengthening and renewing of the forces on which it rests; and no increased appropriation in the budget of the city is more willingly met by the taxpayers than that for schools. No parent fails to feel the desire to give his children a better opportunity than she or he himself had.

The appropriations for playgrounds, for beaches, for gymnasiums, for libraries, must be so used as to give the most help to the children. No reluctant or narrow mind must hamper the city's determination to help these future citizens.

#### THE PUBLIC LIBRARY.

The conduct of the Public Library and its branches has been such as to increase their public service



and to encourage popular demands upon such service. The entire Public Library system is being used now to a greater extent than ever before in the city's history. There has been marked increase in the library work with the children and the schools. General and special reference work at the Central Library and branches and the circulation of books also have greatly increased. This tendency to increased use of the library has been especially emphasized during the last year. Following the war there was an evident and stimulated demand for books throughout the country. The Boston Public Library was well equipped to meet that demand and it did so. The library's equipment of reference books for branches and reading rooms, such as encyclopedias, dictionaries, atlases, etc., has been renewed and kept up to date. Technical and fine arts books suited for reference work in the branches have been added. There has been a special increase in the number of books for children, many of these selected to aid them in their school work.

It is an interesting fact that more than half of the volumes bought during the last year were children's books.

A new reading room at Jeffries Point has been provided with a collection of reference works, children's books and books of general interest, as well as a list of periodicals.

The extent of the public demand for library facilities is indicated in the fact that the number of "live cards" outstanding, that is, cards in actual use in the system on November 1, 1921, was 106,982. This indicates a gain of 1,524 for the first nine months of 1921. More impressive, however, than the increase in the number of cards is the increased use of cards. The total circulation of books through the branches, reading rooms, schools and institutions, including the daily use of Central Library books through the deposit collection and the direct circulation from the Central Library for the nine-month period between January 1

and November 1, for three successive years has been as follows:

1919	.	.	.	.	.	.	.	.	.	1,574,423
1920	.	.	.	.	.	.	.	.	.	1,654,674
1921	.	.	.	.	.	.	.	.	.	1,810,354

In 1920, an information office was established as an adjunct to the work of the Reference Department. This office contains a variety of city and business directories and similar important volumes, and a steadily growing card index to information sources both within the library and elsewhere. The office also contains valuable files of material on vocational guidance and unemployment, originally collected and organized by outside agencies. There is also available here a large variety of publications issued by the United States Government and by business organizations, such as Chambers of Commerce in the United States and many foreign countries. This information service is certain to be of very large public usefulness.

Establishment of an open shelf room adjoining the information office has also proved a success. During the past year more than 30,000 volumes of nonfiction were circulated.

Development of the use of the Lecture Hall at the Central Library has proceeded so successfully as to tax the capacity of the hall. Under the stimulating direction of the Library Department the hall has been almost continuously occupied for lectures, University extension courses and other educational meetings, including on some evenings several different classes, each with a capacity attendance taking turns in the use of the hall. The success of the library lectures has been made possible by that spirit of co-operation which is an essential asset for the successful conduct of all public affairs. This spirit of co-operation has induced many men and women to devote their time and efforts to furthering these lectures. This is a branch of library service susceptible of almost unlimited development.

The Jeffries Point Reading Room referred to above was opened October 15, 1921, in the thickly populated Italian district of East Boston. The public response to its opening was immediate. This reading room will become a most important factor in the continued development of the city and it undoubtedly will grow far beyond its present quarters.

The Library Department is planning for a larger service in West Roxbury and in the South End. The West Roxbury Branch is an exceptionally attractive library building and will become one of the important institutions of that part of the city.

During 1921, for the first time in a period of years, repairs of major importance were undertaken in library property. These include repairs at the branches in Brighton, North End, West End and at East Boston, and at the reading rooms in Lower Mills and at Faneuil. Important rearrangements have been made in the children's reading room in the Dorchester Branch.

#### ART COMMISSION.

The Art Commission of the city has worked continuously and effectively to sustain the city's reputation. The importance of this commission has been emphasized during this administration by the conditions consequent upon the World War. It has been necessary to give much time and expert attention to the question of war memorial tablets, etc. A considerable number of commercial designs for such tablets have been improved before acceptance by this commission. These memorials carry with them a noble sentiment and it is desirable that this sentiment should be finely expressed through the excellence of workmanship. Some of these tablets have been by most eminent artists. All have been brought within the requirements of good artistic judgment by the commission. In its capacity as a board of regional advisers for war memorials for New England, of the National Fed-

eration of Arts, Boston's Art Commission has been called into consultation in other cities and so has aided appreciably in maintaining high standards throughout this section of the country.

The advice of the Art Commission was a great benefit in connection with the form of exits and entrances of the Arlington Street Subway Station. The question of their form was jointly discussed by the Transit Commission, the Park Department and the Art Commission, and at the suggestion of the Art Commission an architect was engaged to make a suitable design. This plan worked out successfully and has now been carried to completion, the designs which were accepted by these three departments having met with public approval. The service of the Boston Art Commission in the capacity of regional adviser on New England war memorials was a distinct compliment to Boston. The Boston Commission accepted these duties in 1919 at the request of the American Federation of Arts, Washington, D. C., and with my warm approval.

#### CITY PLANNING.

The difficulty of planning for the most orderly and attractive development of any old city whose ways are necessarily to a large degree fixed is obvious and has perplexed many municipalities. To construct a new city is a comparatively simple matter in so far as the arrangement of streets and the restriction of districts is concerned. It is only within comparatively recent years that serious attention has been given to the work of adapting old established cities to modern conditions. Boston has two problems of city planning with which to deal. One, and that which should be simpler, is the development of new areas both for residence and business. The other and more difficult is that of lessening the confusion of the older portions of the city and making them suitable for modern business purposes.

Boston's City Planning Board has dealt with

both phases of the problem. During the past four years permanent advancement has been made in the task of bringing all of Boston into closer accord with what a city should be which seeks to meet modern business and residence requirements, and at the same time retain those admirable characteristics which are inherited from a historic past. By my direction the City Planning Board made a survey of municipal improvements under way and proposed in the ten largest cities in the United States, as well as the activities contemplated by a number of the smaller municipalities. A very full report of this survey was made under date of March 29, 1921. The information thus obtained by the Planning Board was of much value to the city.

Another important task undertaken by the Board was to furnish the City Council with a list and synopsis of investigations and reports covering the past twenty or thirty years in connection with the commercial, maritime and industrial development of Boston. This task involved a large amount of research work and close attention to detail.

The Planning Board was of great usefulness to the Special Commission on the Extended Use of Public Buildings, for which commission it prepared a map showing the location of municipally owned buildings. This map was accompanied with charts and other information of value.

In an effort to add to the beauty of Boston, the Planning Board has worked out a plan for the possible rearrangement of Copley square. This plan was submitted July 18 last, and calls for what might be termed a Maltese cross arrangement of the grass plots with a large open circle in the center.

The City Planning Board has made several recommendations at different times regarding the proposed widening of Washington street at various points, as circumstances such as the demolition of old buildings have suggested the feasibility of such improvement.

In a wide variety of investigation and report the City Planning Board has aided in obtaining perma-

nent improvements in the city's physical arrangement. A formal indorsement of the work of the Board from the Boston Society of Architects is a pleasing fact to be recorded. Another attestation of the value of the Board has been the interest shown in its work by not less than a score of visiting representatives from Japan, including architects, engineers and city planners.

Requests for copies of the City Planning Board reports have come from many parts of the United States and from abroad. Monsieur M. Jacques Greber of Paris devoted some time to studying the work of this Board and a set of lantern slides of various improvements contemplated by the Board was prepared for and furnished to him for purposes of exhibition.

#### A ZONING SYSTEM.

Two years ago one of the constitutional amendments adopted authorized the Massachusetts Legislature to pass laws "to limit buildings according to their use or construction to specified districts of cities and towns." Its purpose was to prevent objectionable building and undesirable uses of buildings in business and residential districts of cities and towns. Following the spirit of this amendment the Legislature of 1920, by chapter 601 of its acts, gave to the cities and towns the necessary authority to carry out such a purpose. Under this act there was presented to the Boston City Council on January 9, 1922, a proposed ordinance establishing a system known as the "zoning system" in Boston. By this proposed ordinance the city was divided into three classes of districts:

- Business districts.
- Residence districts.
- Unrestricted districts.

This ordinance was prepared by the Board of Street Commissioners.

For business and residence districts special regu-

lations are proposed. In the unrestricted districts the erection, alteration and use of building would be regulated as in the past by the building laws.

This plan is a definite step of the utmost importance to Boston. It is designed equally to protect residence districts against an unwarranted and injurious encroachment by business, and to protect business against embarrassment and injury due to objections raised after such business has established its location in good faith and with honest purpose. The modern city, particularly one in which manufacturing is carried on, must consist of a variety of citizens with a variety of desires and needs. It is one of the functions of municipal administration to guarantee, in so far as it is possible, the happiness and prosperity of all of these inhabitants. In past years the growth of cities and the location of residences and business have been determined by what have been called natural tendencies.

It is apparent now, however, that such tendencies, if unrestrained and undirected by any systematic authority, may work grievous injury to individuals, may seriously lower real estate values in certain sections, and will almost certainly create dissatisfaction and complaint among the people. It has always been found difficult to substitute for this natural growth a predetermined and limited method of development and expansion. The demand for an effective system of restriction in Boston is imperative. It is to meet this demand that this zoning ordinance was submitted with my hearty approval, and I strongly recommended its passage. It offers a distinct starting point for an ultimately entirely satisfactory disposal of the problem of business and residence restriction in this city. Only through such a system can private property, whether for residence or business, be guaranteed a square deal at all times, and only by such interest of purpose and performance and by such guaranties of stability can the public interest be adequately served.

## PARK DEPARTMENT.

A special effort has been made during this administration to improve the upkeep of the properties under the Park Department. This policy has had gratifying success. Large areas of woodland at Franklin Park and trees, shrubs and grass areas in other parts of the city have been brought under more thorough care than had previously been given them.

One of the important policies of the commissioners has been to develop, so far as funds would permit, the unfinished playgrounds throughout the city.

The commissioners have believed that money thus spent would be of greater benefit to the city than a similar expenditure to acquire new areas without the funds properly to equip them for the public.

## PARKS AND PLAYGROUNDS.

I would like in this connection to emphasize with great earnestness the importance of the acquisition, equipment and maintenance of public playgrounds. In the earlier days of our American civilization and before the modern period of extreme congestion in cities the natural human right for open spaces for outdoor recreation was taken for granted. It is a natural human desire to seek health and happiness in the open. The love of blue skies and green fields and the exhilaration of snow-clad hills are inheritances from our ancestors. There is no normal man to whom the appeal of outdoors does not come at some time during his life. In the early and universal occupation of mankind, in hunting, and in the pursuit of agriculture, the enjoyment of outdoors was a part of his everyday activity and was a source of strength for the race.

Under modern city conditions this essential right of humanity and the happiness of outdoor life is in a large measure withdrawn. I sometimes question whether all of the modern conveniences and efforts of indoor facilities can adequately compen-



sate the human race for that loss of outdoor freedom which has resulted from the new and necessary living conditions.

The earliest builders of our New England towns clung with tenacity to the ancient heritage of wide spaces. Every old New England town kept its village green or common free from encroachment, a public park and playground for the young and old of the village. There is no more peaceful and wholesome sight than that of an old New England village street, wide in its reach from house to house, beautiful in its display of great trees and spread of lawn.

In most of the New England cities this inclination to maintain a public common, the square in the city center, has been cherished. In no city is this more marked or more admirable than in Boston. We have here, in Boston Common, a possession which is not to be exceeded in value to the city by any asset of any other municipality anywhere.

Within recent years we have revived somewhat of the old appreciation of the value of open spaces for all the people. This has led to the development of playground systems in our American cities. In Boston this understanding of public needs has had my heartiest encouragement. I cannot too strongly emphasize my belief that the development, equipment and maintenance of parks and playgrounds in Boston is a vital necessity for the city's prosperity and wholesome growth. These things have not only a sentimental value but materially add to the city's prosperity by making residence and business here more attractive, by increasing the public health and by contributing in many indirect ways toward permanent conditions conducive to municipal progress.

Boston Common, diverted from its customary uses to meet the demands of war conditions, has resumed its normal condition. The work of restoration has been well carried on, additional concrete walks have been laid, additional seats have been placed about the Parkman Memorial Bandstand, new shade trees have been planted and many other

improvements made. A baseball field has been placed in perfect condition, provided with fences and backstops, and the opportunities for this sport have been increased.

The Public Garden has been improved and all of the city parks have been put in first-class condition. At Franklin Park buildings have been renovated, golf links have been improved, and in general the work of the Park Department has been worthy of the city.

Some idea of the amount of work required in fighting plant pests may be gained from the fact that under the Park Department during the year 1920 more than 42,000 private trees were inspected, more than one half of which were reported infested with gypsy moth nests, most of these, as well as all trees belonging to the city, being sprayed or cleaned by the moth force during the season.

#### ZOOLOGICAL GARDEN.

The fact that fully two million persons visit the Zoological Garden at Franklin Park during the year emphasizes the importance of this institution. On Sundays and holidays through the spring, summer and fall the capacities of the Zoo buildings are severely taxed. During the past four years the exhibits at the Zoo have been strengthened and the accommodations have been added to. The most important of these is the new lion house, which is a building containing seven large cages constructed according to the most modern plan. The lions had until this time been kept in old, dark and poorly ventilated quarters and it was agreeable to be able to move them to this modern building.

#### CEMETERIES.

Boston's cemeteries have been kept up to the mark and where improvements were necessary these have been added. At Mount Hope Cemetery a lot containing 85,000 square feet has been reserved for the burial of World War veterans. The Mount

Hope, Fairview and Evergreen Cemeteries have had added to them new sections for use. The appearance of King's Chapel, Granary, Central and Dorchester South Burying Grounds has been much improved. A number of old tombs which have shown the effects of time have been restored at the Dorchester South, Roxbury South, Bennington Street, East Boston, King's Chapel and Granary Burying Grounds. The large trees in all of these places have been carefully pruned and treated and restored to a condition which increases their likelihood of long life.

#### PUBLIC BUILDINGS.

The public buildings of the city have been improved in appearance and usefulness. At the Faneuil Hall Market new metal awnings were put in place, new storm doors added and in other ways the usefulness of the market increased.

The Old State House, which was damaged by fire, was thoroughly restored in May, 1921, at a cost of \$12,500.

Important improvements at the Charles Street Jail have been begun and when completed will include a hospital and office rooms, as well as rest rooms, and an auditorium for religious and social purposes.

The contract was let on December 14, 1920, under an appropriation of \$355,000, for a new municipal building at Hyde Park.

New quarters for the Division 8 Police Station, for which \$230,000 was appropriated, will accommodate not only the police boats but Fireboat No. 31 and a part of the Public Works Department.

The new municipal building for Old Ward 12, for which was made an appropriation of \$449,000, the contract being let on July 18, 1921, provides for that section of the city a modern fireproof building of first-class construction. The first floor contains an auditorium with a seating capacity of 1,200 and also public shower baths. On the second

floor are a social room and a gallery for the auditorium. The top floor will contain a gymnasium with showers and individual dressing rooms. On the fourth floor are a running track, shower baths and dressing rooms. In the basement are accommodations for a branch of the Public Library. This is one of the best buildings of its kind in the country and its acquisition is one of the important items in this administration.

Another important new building is the Forest Hills Courthouse, for which \$265,000 was appropriated. The contract was awarded November 8, 1921.

#### SCHOOLHOUSES.

During the past four years there have been general improvements in Boston's schoolhouses and their equipment.

Office quarters at 15 Beacon street have been taken for the School Administration Building at a cost of \$435,307.63. This is the most economical arrangement, as well as placing the School Administration Department in a convenient location. By this arrangement there was effected for the city a saving of about \$700,000 under what it would have cost to construct a new building.

Reference has been made in another portion of this address to some of the new schools which have been built. They are essential factors in the progressive development of Boston. Besides these new school buildings there has been a considerable expenditure of public funds for bettering the condition of existing school buildings, by providing improved heating and ventilating systems and other necessary modern equipment.

#### CITY SUPPLIES.

Through the activity of the Supply Department the purchase of city supplies has been placed on a business basis. The taking of cash discounts on public bills has involved an increased amount from

month to month because the office advertises the fact that the city is anxious to take a cash discount. As soon as this discount has been granted the office of the Purchasing Agent speeds up in so far as it can the passage of bills through the various channels in order that the City Treasurer may take the discount available.

Under this same department the inspection service has been broadened and through co-operation with the Public Works Department the laboratory has been much in use for chemical analysis of materials which enter into road making and have to do with the operation of motor vehicles. The Supply Department also has worked in co-operation with the food inspection laboratory of the Health Department with admirable results.

I have also urged upon this department that it handle the electric light contracts, except street lighting, and the Superintendent of Supplies has devoted much time and effort to obtain a reduction in rates.

#### WEIGHTS AND MEASURES.

In the important work of protecting the public against false weights and measures the Department of the Sealing of Weights and Measures has been fully equipped with up-to-date standard instruments to replace those which were worn and obsolete. This is an investment which will last for many years.

#### THE PUBLIC MARKET.

An achievement which has brought much satisfaction to the business men in the market was the adoption of the so-called "four o'clock law," which forbids the sale of perishable produce between 5 p. m. and 4 a. m. of the next day.

For thirty years the market gardeners doing business on South Market street have tried to put such a law into effect, but they were powerless to do so because of a statute passed a century ago. I am sure that the farmers are greatly pleased by

the introduction of the amendment, which I favored in the Legislature and which became a law on March 1, 1921. Under this law the office of the city Superintendent of Markets opens at 4 a. m. No farmer is allowed to uncover his load of produce or to offer anything for sale until the market bell is sounded. Therefore the provision dealer, grocer, peddler and commission merchant have the same opportunity to buy their produce. This is something which has never been known in Boston before. It establishes fairness and an equal chance for all in doing business.

#### CITY PRINTING.

The City Printing Department has been brought to a high stage of efficiency. It is now one of the best equipped and best managed printing establishments ever under municipal control.

For the fiscal year ending, January 1, 1921, the Printing Department showed a net profit of \$71,210.14, which was an increase of \$40,357.07 over the net profit for the preceding year. The cash receipts for the year ending January 31, 1921, were \$439,816.67, including the balance from 1920. The payments were \$312,519.30, leaving a balance to the department's credit of \$127,297.37, as against \$58,212.71 at the beginning of the period—an increase of \$69,084.66.

Three new linotype machines have been installed and are in successful operation. This thoroughly modernizes the plant, increases its efficiency and lowers the cost of operation.

On January 22, 1920, in a communication from the Finance Commission, accompanying a report made under its direction, and suggesting certain changes which appeared to it feasible, the commission stated that "The Superintendent has conducted the plant economically and efficiently; that he has endeavored to reduce expenses, has purchased supplies and materials with intelligence and at a low cost, and has displayed initiative in subletting a portion of the premises covered by the

lease that is not now needed by the plant, which has reduced the net rental from \$8,220 to \$6,900 a year."

In the special report of the Finance Commission dated January 5, 1920, and signed by James H. Smyth, which is a report accompanying the communication which I have quoted, the statement is made that "The Superintendent shows himself fully alive to the city's interests and able to resist political and labor pressure."

#### LAW DEPARTMENT.

The City Law Department is always a source of strength and reliance to the head of a city administration. I have received the heartiest co-operation and uninterrupted assistance at all times from the Corporation Counsel and his assistants. The department has ably represented the city before the courts and in the Legislature, and has maintained the reputation of the city for fairness and for efficiency. The Law Department has conducted important work of a great variety of kinds. One achievement indicating the value of its investigations is its achievement in devising ways and means of saving the city annually approximately \$28,000 by changing meters and the schedules under which electricity has been purchased by the city.

It is important also to record the fact that the Law Department collected from the surety companies in two instances the entire amount of city losses. This prevented the city from losing more than \$40,000, and is an example of efficiency in the public interest.

To give the general public some idea of the extent of the work placed upon the shoulders of the Law Department, reference to the table on the following page is valuable. It states the disposition of claims referred to the Law Department by the City Council.

	Number.	Amount.
Claims against city.....	* 1,022	\$173,549 67
Claims approved (not including riot).....	277	28,383 73
Claims disapproved (not including riot).....	* 380	29,884 32
Riot claims approved.....	82	10,174 06
Riot claims disapproved.....	132	105,107 56
Claims pending (including 127 riot cases).....	151	

\* Including 233 in which no amount was specified.

### MUSIC.

Provisions of music for open-air public entertainment is an important function to which this administration gave serious and, I think, profitable attention. The system of open-air concerts in Boston needed considerable improvement to make these entertainments worthy of the city and of value to the public. I therefore appointed an Advisory Committee on Music, which after a careful study of the situation, developed an annual series of open-air concerts which have reached a high state of excellence. The repertoire of these concerts was of high character and was thoroughly appreciated by their large attendance always. Bands of reasonably permanent organization were employed under able leadership. The results were gratifying.

The general policy of the committee early adopted, consistently adhered to, favored concentration of the concerts at a few generally accessible points, rather than dividing them among a number of city and suburban districts. This policy improved the conditions under which performances were given and made it feasible to employ larger bands with a resulting excellence of performance.

Mention has been made in another part of this report of the provision for additional permanent seats to the number of more than 3,000 and to the planting of additional trees to shade these seats at the Parkman Bandstand on the Common, these improvements being made under the direction of



the Park Department. At Franklin Park the bandstand has been moved to a permanent position selected for it in accordance with the general plans eventually to be perfected.

#### THE MODERN CITY.

In planning for our city we should appreciate that we must plan for the social and physical well-being of our future citizens. While we cannot determine definitely the direction in which tendencies are leading us, some developments are so marked as to indicate plainly that we should take them into consideration in planning for the future.

For one thing, we shall witness a growth in area and an immense expansion of population. In 1915 seventy per cent of the people of Massachusetts were living in the thirty-five cities. Before the century is out Boston will probably include all of what we now call Greater Boston and will count its population by the millions. It will absorb and combine its neighbors just as New York a while ago revised its boundaries so as to bring the surrounding cities and towns under one administrative system.

But this development in size is inevitably accompanied by a congestion which the perverse ingenuity of architects favors and accentuates. The skyscraper is built to accommodate 10,000 workers. Business is concentrated at favored points, residential areas are crowded almost to suffocation, traffic is deadlocked in the principal thoroughfares, and the freedom and speed of movement which city life requires is hopelessly impeded. This is the stage which we have reached today in New York and Boston and many of the other large cities. There is no doubt that we have passed beyond the saturation point and that there must be an overflow in some direction to afford relief.

The key to such relief is distribution and the key to distribution is transportation. Transportation in the American cities will have to quicken its pace

so as not only to meet but to anticipate the needs of the population. At present, as you all know, it lags far behind. There will have to be a great slashing of broad avenues so as to provide not only ingress and egress but cross currents of circulation. There will be tunnels and more tunnels. There may be arcades and depressed streets and other devices. There will certainly be a great increase of motor travel, necessitating new methods of regulation. It is not impossible that we shall see passenger air ships.

A system of careful zoning has been worked out by the City of Boston. A city to be developed now should group its component parts, by zones or otherwise, so as not to interfere one with another. The city of the future will not permit the prevailing winds to deluge a residential section with factory or railroad smoke as happens in large cities today. We do not expect to get a standardized city, but certain functions of our cities should be developed along similar lines and we should profit by the general experiences of others.

But it will be a democracy that recognizes the value of knowledge and the need of skilled guidance. The expert is already filling a large place in city affairs. There is the city planner himself, a new kind of expert, besides the engineer, the sanitarian, the bacteriologist, the gardener, the accountant, the lawyer, the educator, specialists of many sorts. My own policy has been to place an expert at the head of every department. The merit system even undertakes to make the whole city force, if not a body of experts, at least as capable as may be. What a change that indicates in the public mind! What a transformation from the days of "rings" and "machines," of "bosses" and "heelers"! But then they were experts, too,—of an older and happily vanishing school.

Party politics, in the old sense, will probably disappear. Whether the citizens will divide on strict lines of social or economic cleavage is hard to say. It is practically certain that the methods of

taxation will change. They are different now in almost every country and there is nothing final or authoritative anywhere. The trend, however, is toward an attempt to make the burdens more just and equal, by disclosing the incidence of indirect taxation and recognizing the indirect taxpayer.

The scientific budget, with moneys all accounted for in detail and contracts awarded on merit and not by favor, is well installed and will be improved and extended.

More important, however, than any other development in our city should be the development and strengthening of the moral and political fiber of our people. You cannot legislate a good government onto a people. Neither a code of laws nor any system of administration will produce it. Good government must rest on the ideals and standards of the people themselves. The stream of political life can never rise above the spring which is its source, and the source of political strength is in the standards and ideals of our people.

Children in our schools should be taught what our government means, and in what its strength lies. They should be brought up to realize that democracy is not a form of government from which simply benefits can be taken, such as freedom of action, religious freedom, protection of property and those other great advantages which we have; but that it can only survive if the citizens recognize that they owe duties as well.

No one can have been for four years in the office of Mayor without appreciating the great spirit of the American people and grasping the struggle that is going on to better conditions. To help the masses of the people to better conditions is one of the great services that can be rendered in municipal government and to which that branch of the government, more than any other, lends itself. While the Mayor's office brings one in contact with that class of people who are known as politicians, I do not believe that the standards differ so widely from those of business life as people whose experience

has only been with writers are led to believe. The world is full of clean, honest, kindly people who desire to be met in a straightforward, direct manner and who will respond, and a reputation for straight dealing or uprightness is as much an asset in political work as in any other work.

It has a tendency to discourage one, to realize that after years of work in getting organized a city organization, a successor can wipe out that organization with one final stroke of his pen. I don't believe, however, that it is ever wiped out. Whenever a better standard of administration is given it will make its impression and help develop a still better standard in the future. Of the future of our country I am perfectly confident. Progress is made by swings, and over a period of time we are going to see a raising of our ideals of public service. It has been a great privilege to administer the affairs of the city as Mayor, and one which has made the last four years the most satisfactory ones of my life. No one can do public work without faith in the people and without confidence that the people at heart are really true and are as a mass striving toward better and higher ideals. I firmly believe this. None except those with confidence can successfully give public administration, and it would be impossible for one to continue such service without coming to a firm belief in the uprightness and general honesty of the people.

## APPENDICES.

TABLE NO. 1.—SURPLUS REVENUE (NOT APPROPRIATED).

1910-11 . . .	\$1,486,805 83	1916-17 . . .	\$1,182,721 64
1911-12 . . .	1,003,244 42	1917-18, Deficit .	804,879 38
1912-13 . . .	557,257 47	1918-19, Deficit .	93,210 53
1913-14 . . .	531,607 03	1919-20 . . .	3,769,327 65
1914-15, Deficit .	69,664 79	1920-21 . . .	3,817,250 61
1915-16 . . .	273,708 41	1921-22 . . .	*

\* See first page of address.

TABLE NO. 2.—LOANS AUTHORIZED FROM FEBRUARY 4, 1918,  
TO JANUARY 31, 1922. INSIDE DEBT LIMIT.

## 1918.

Sewerage Works . . . . .	\$600,000 00
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## 1919.

Highways, Making of . . . . .	\$800,000 00
Sewerage Works . . . . .	1,000,000 00
Playground in district bounded by Castle, Washington, Dover and Tremont streets .	125,000 00
Municipal Building, Hyde Park . . . .	5,000 00
Municipal Building, Old Ward 12 . . . .	100,000 00
New Building, Rainsford Island * . . . .	75,000 00
Portsmouth Street Playground, Locker Building and Shower Baths . . . . .	25,000 00
Adams Street, Dorchester, Playground . .	55,000 00
Carolina Avenue Playground . . . . .	56,000 00
Mission Hill Playground . . . . .	8,000 00
Playground, Mozart street . . . . .	28,000 00
Playground, Saratoga and Bennington streets . . . . .	12,000 00
Charlestown Playground . . . . .	22,000 00
Mystic Playground . . . . .	7,500 00
Public Latin School . . . . .	750,000 00
Wood Island Park . . . . .	15,000 00
Sea Wall, etc., Roxbury Canal . . . . .	300,000 00
New Building, Rainsford Island † . . . .	75,000 00
Park, Washington, Poplar, Ashland and South streets . . . . .	18,500 00
North Beacon Street Bridge . . . . .	69,000 00
Suffolk County Jail, Hospital . . . . .	140,000 00
Municipal Building, Hyde Park, site . . .	50,000 00
Sea Wall, etc., Roxbury Canal . . . . .	40,000 00
Property, East Cottage, Pleasant and Pond streets . . . . .	10,000 00
	<hr/> 3,786,000 00

\* Authorized and \$68,786.78 transferred to other accounts.

† Authorized and later rescinded.

## 1920.

Sewerage Works . . . . .	\$800,000 00	
Highways, Making of . . . . .	40,000 00	
Marine Park, Head House, etc . . . . .	150,000 00	
Engine 31 and Police Division 8, Building . . . . .	225,000 00	
Municipal Building, Ward 12 . . . . .	65,000 00	
	<hr/>	\$1,640,000 00

## 1921.

Sewerage Works . . . . .	\$1,000,000 00	
Highways, Making of . . . . .	800,000 00	
Chelsea Bridge, South . . . . .	600,000 00	
Courthouse, Forest Hills . . . . .	110,000 00	
Courthouse, Forest Hills, site . . . . .	30,000 00	
Municipal Building, old Ward 12 . . . . .	78,000 00	
Marine Park, Head House, etc. . . . .	7,500 00	
Branch Library, West Roxbury . . . . .	55,000 00	
City Hospital Improvements . . . . .	629,000 00	
"The Thorndike Memorial" . . . . .	150,000 00	
Jail, Plumbing System . . . . .	50,000 00	
Hyde Park Avenue Bridge . . . . .	20,000 00	
Dover Street Bridge, Rebuilding . . . . .	40,000 00	
Branch Library, West Roxbury . . . . .	10,000 00	
North Beacon Street, Brighton . . . . .	125,000 00	
Gymnasium, South Boston . . . . .	200,000 00	
High Pressure Fire Service . . . . .	120,000 00	
New Building, Engine 7 . . . . .	40,000 00	
Highways, Making of . . . . .	150,000 00	
Washington street, between Harvard place and Ordway place . . . . .	57,000 00	
	<hr/>	4,271,500 00

## 1922.

South Boston Gymnasium . . . . .	\$118,000 00	
Sheriff's House . . . . .	10,000 00	
Laundry, Long Island . . . . .	20,000 00	
	<hr/>	148,000 00
		<hr/>
		\$10,445,500 00
		<hr/>

TABLE NO. 3.—LOANS AUTHORIZED BY SPECIAL STATUTES  
UP TO JANUARY 31, 1922.

## Outside of Debt Limit Other Than Waterworks.

Year.	Chapter.	OBJECT.	Amount Authorized.	Amount Issued.
1886.....	304....	Public Park Construction.....	\$2,500,000 00	\$2,500,000 00
1887.....	101....	Suffolk County Courthouse <sup>1</sup> .....		2,746,000 00
1887.....	282....	Harvard Bridge.....	250,000 00	250,000 00
1887.....	312....	Public Park Lands.....	400,000 00	400,000 00
1887.....	394....	Sewer, Tremont Street.....	‡ 75,000 00	
1887.....	428....	Stony Brook Improvement.....	500,000 00	500,000 00
1888.....	392....	Public Park Lands.....	600,000 00	600,000 00
1889.....	68....	New Library Building.....	1,000,000 00	1,000,000 00
1889.....	254....	West Chester Park Extension....	‡ 75,000 00	
1889.....	283....	Congress Street and Oliver Street Extension.....	‡ 500,000 00	
1889.....	322....	Improved Sewerage.....	500,000 00	500,000 00
1890.....	{ 271 } { 444 }	Public Parks, Charlestown.....	200,000 00	200,000 00
1891.....	301....	Public Parks.....	3,500,000 00	3,500,000 00
1891.....	324....	New Library Building.....	1,000,000 00	1,000,000 00
1891.....	323)	Laying Out and Construction of Highways <sup>2</sup> .....		10,094,500 00
1897.....	319 )			
1899.....	443 )			
1901.....	465 )			
1892.....	288....	Suffolk County Courthouse, Fur- nishings <sup>1</sup> .....	100,000 00	175,000 00
1893.....	478....	Subway.....	‡ 2,000,000 00	
1894.....	396....	Public Parks.....	1,000,000 00	1,000,000 00
1894.....	548....	Rapid Transit <sup>4</sup> .....	6,384,000 00	6,384,000 00
1894.....	548....	Charlestown Bridge.....	*	815,000 00
1898.....	334....	Blue Hill and Other Avenues.....	2,500,000 00	2,500,000 00
1895.....	408....	Schoolhouses.....	† 500,000 00	500,000 00
1895.....	435....	New Ferry Landing.....	500,000 00	500,000 00
1896.....	453....	Public Parks.....	1,000,000 00	1,000,000 00

<sup>1</sup> \$2,500,000 in addition to the cost of land. Cost of land, \$1,056,469.69; \$2,746,000 authorized by City Council; \$75,000 additional for furnishing authorized by City Council.

<sup>2</sup> Never approved by City Council.

<sup>3</sup> Not exceeding \$6,000,000 in excess of Sinking Fund—debt authorized in 1891 (\$500,000) included in the above amount inside of debt limit; \$852,500 of this amount issued as Park Debt under chapter 394, Acts of 1897.

<sup>4</sup> Chapter 548, Acts of 1894, authorizes the City of Boston to borrow not exceeding \$7,000,000 to promote rapid transit (this amount reduced \$616,000 under authority of chapter 347, Acts of 1897), and such further amount for Charlestown Bridge and its approaches, in addition to the \$750,000 heretofore appropriated by the City Council, as may be necessary for the completion of said bridge and approaches.

\* No limit to the amount.

† Also \$1,800,000 inside the debt limit. Amendment, chapter 442, Acts of 1897.



Loans Authorized by Special Statutes outside of Debt Limit.—  
Continued.

Year.	Chapter.	OBJECT.	Amount Authorized.	Amount Issued.
1896.....	516....	South Union Station.....	\$2,000,000 00	\$2,000,000 00
1896.....	530....	Stony Brook Improvement.....	500,000 00	500,000 00
1897.....	346....	Laying Out and Construction of Highways, Charlestown street..	*	700,000 00
1897.....	347....	Market or Other Public Purposes,	616,0000	616,000 00
1897.....	426}	Sewerage Works <sup>1</sup> .....		10,449,000 00
1899.....	450}			
1897.....	500....	Rapid Transit.....	*	750,000 00
1898.....	236....	Blue Hill and Other Avenues....	750,000 00	750,000 00
1898.....	313....	Public Parks.....	500,000 00	500,000 00
1898.....	467....	Cambridge Bridge.....	*	1,567,900 00
1898.....	475....	Library Building, Copley Square,	100,000 00	100,000 00
1899.....	239....	Normal School Building and Land,	300,000 00	5,000 00
1899.....	303....	Public Parks.....	500,000 00	500,000 00
1899.....	397....	Stony Brook Improvement.....	350,000 00	350,000 00
1899.....	450....	Sewerage Charges, Repayment of,	†	415,000 00
1899.....	466....	Atlantic Avenue Extension.....	*	547,900 00
1902.....	325....	Metropolitan Park Assessment...	420,400 00	420,400 00
1902.....	534....	Boston Tunnel and Subway.....	*	8,496,700 00
1903.....	190....	Rapid Transit, East Boston Tunnel	300,000 00	300,000 00
		Hyde Park Avenue.....	225,000 00	225,000 00
1903.....	370....	Brandon Street and Belgrade Ave.,	100,000 00	100,000 00
		Dorchester Street.....	375,000 00	375,000 00
1903.....	381....	Northern Avenue and Sleeper St.,	*	560,000 00
1903.....	383}	Separate Systems of Drainage <sup>2</sup> .....		3,300,000 00
1907.....	485}			
1908.....	514}			
1903.....	465....	Charles River Basin.....	800,000 00	800,000 00
1904.....	391....	Brookline Street Bridge.....	*	57,000 00
1904.....	412....	Soldiers Field Bridge.....	‡	
1905.....	187....	Rapid Transit, East Boston Tunnel	316,000 00	285,000 00

<sup>1</sup> Not exceeding \$1,000,000 each year. By chapter 204, Acts of 1908, all loans issued after March 14, 1908, are to be inside the debt limit.

<sup>2</sup> Repealed by chapter 473, Acts of 1901.

<sup>3</sup> Limited each year to one-twentieth of 1 per cent of taxable valuation.

\* No limit to the amount.

† Limited to amount required to repay all sewerage charges collected by the city under chapter 426, Acts of 1897.

‡ Total expense to Boston and Cambridge not to exceed \$120,000.

Chapter 315, Acts of 1909: "All authority heretofore granted under any special act to the City of Boston to borrow money or contract loans outside the debt limit except for transit purposes under the transit acts, so called, except so far as the issuance of such loan may be necessary to pay amounts due on contracts made prior to June first, nineteen hundred and nine, or to pay executions of court on suits brought under the acts authorizing said loans prior to June first, nineteen hundred and nine, is hereby rescinded and the parts of said acts authorizing the continued issue of loans are hereby repealed."

**Loans Authorized by Special Statutes Outside of Debt Limit.—  
Concluded.**

Year.	Chapter.	OBJECT.	Amount Authorized.	Amount Issued.
1906.....	520....	Rapid Transit, Cambridge Connection.....	*	\$1,465,000 00
1907.....	450....	Land and Buildings for Schools...	\$500,000 00	500,000 00
1907.....	573....	Riverbank Subway.....	*	505,000 00
1911.....	741....	Boylston Street Subway.....	*	4,850,000 00
1911.....	741....	Dorchester Tunnel.....	*	10,750,000 00
1911.....	741....	East Boston Tunnel Extension...	*	2,450,000 00
1911.....	591....	Pleasant Street Widening.....	900,000 00	900,000 00
1912.....	558)	{ Avery, Mason and Washington streets.....	1,500,000 00	1,340,000 00
1913.....	695)			
1916.....	Special. 342....	Arlington Station.....	*	825,000 00
1920.....	312....	Stuart Street.....	2,500,000 00	
1920.....	315....	East Boston Ferry Improvements, Etc.....	1,000,000 00	500,000 00
1920.....	393....	Old Harbor Improvements.....	190,000 00	10,000 00

\* No limit to the amount.

**TABLE NO. 4.— GROSS FUNDED DEBT DECEMBER 31, 1921, COMPARED WITH  
JANUARY 31, 1918.**

	City Debt.	County Debt.	Water Debt.	Rapid Transit Debt.	Total.
January 31, 1918.....	\$87,820,581 00	\$3,684,333 35	\$1,875,750 00	\$35,217,700 00	\$128,598,364 35
December 31, 1921.....	84,178,651 00	2,288,999 99	907,350 00	37,564,700 00	124,939,700 99
Decrease.....	\$3,641,930 00	\$1,395,333 36	\$968,400 00	* \$2,347,000 00	\$3,658,663 36

\* Increase.

**NET FUNDED DEBT DECEMBER 31, 1921, COMPARED WITH JANUARY 31, 1918.**

	City Debt.	County Debt.	Water Debt.	Rapid Transit Debt.	Total.
January 31, 1918.....	\$52,198,425 45	\$1,623,223 77	\$368,000 00	\$30,380,527 82	\$84,570,177 04
December 31, 1921.....	47,758,765 19	1,447,694 00	301,177 50	31,246,792 24	80,754,428 93
Decrease.....	\$4,439,660 26	\$175,529 77	\$66,822 50	* \$866,264 42	\$3,815,748 11

\* Increase.

TABLE NO. 5.—GROSS FUNDED AND NET DEBT.

	Gross Funded Debt.	Sinking Funds, etc.	Net Funded Debt.
Jan. 31, 1900.....	\$86,996,978 98	\$28,663,641 39	\$58,333,337 59
" 1901.....	81,629,128 98	30 243,365 54	51,385,763 44
" 1902.....	79,953,972 28	32,801,886 76	47,152,085 52
" 1903.....	84,886,906 00	30,798,522 84	54,088,383 16
" 1904.....	88,149,106 00	29,932,381 30	58,216,724 70
" 1905.....	94,121,606 00	31,694,386 88	62,427,219 12
" 1906.....	99,213,856 00	32,679,998 49	66,533,857 51
" 1907.....	101,449,606 00	32,628,246 59	68,821,359 41
" 1908.....	104,207,706 00	33,425,736 97	70,781,969 03
" 1909.....	108,487,406 00	36,450,421 50	72,036,984 50
" 1910.....	110,716,406 00	39,370,433 42	71,345,972 58
" 1911.....	115,075,489 33	42,146,838 82	72,928,650 51
" 1912 — Hyde Park debt in- cluded.....	117,042,089 33	43,567,856 68	73,474,232 65
" 1913.....	118,362,647 67	43,733,392 75	74,629,254 92
" 1914.....	120,525,581 01	41,564,210 80	78,961,370 21
" 1915.....	124,813,514 34	42,838,937 39	81,974,576 95
" 1916.....	127,405,697 68	42,983,219 05	84,422,478 63
" 1917.....	128,439,881 02	43,896,686 88	84,543,194 14
" 1918.....	128,598,364 35	44,028,187 31	84,570,177 04
" 1919.....	127,124,217 69	44,657,314 94	82,466,902 75
" 1920.....	124,410,101 00	43,501,703 53	80,908,397 47
" 1921.....	124,112,350 99	44,732,426 11	79,379,924 88
Dec. 31, 1921.....	124,939,700 99	44,185,272 06	80,754,428 93

TABLE NO. 6.— RAPID TRANSIT DEBT, GROSS AND NET.

YEAR.	Gross Debt.	Sinking Fund.	Net Debt.
January 31, 1900.....	\$4,700,000 00	\$324,311 98	\$4,375,688 02
" 1901.....	4,750,000 00	454,582 49	4,295,417 51
" 1902.....	5,051,000 00	478,617 15	4,572,382 85
" 1903.....	6,001,000 00	564,402 74	5,436,597 26
" 1904.....	7,351,000 00	635,434 68	6,715,565 32
" 1905.....	8,434,000 00	724,742 26	7,709,257 74
" 1906.....	10,490,700 00	948,314 19	9,542,385 81
" 1907.....	11,990,700 00	1,118,722 66	10,871,977 34
" 1908.....	13,570,700 00	1,287,129 39	12,283,570 61
" 1909.....	15,570,700 00	1,636,148 65	13,934,551 35
" 1910.....	16,460,700 00	1,892,357 48	14,568,342 52
" 1911.....	17,454,700 00	2,194,477 42	15,260,222 58
" 1912.....	18,398,700 00	2,466,808 18	15,931,891 82
" 1913.....	21,292,700 00	2,762,344 61	18,530,355 39
" 1914.....	24,686,700 00	3,119,257 24	21,567,442 76
" 1915.....	27,595 700 00	3,458,982 28	24,136,717 72
" 1916.....	31,906,700 00	3,778,986 17	28,127,713 83
" 1917.....	33,708,700 00	4,539,466 23	29,169,233 77
" 1918.....	35,217,700 00	4,837,172 18	30,380,527 82
" 1919.....	35,899,700 00	5,037,586 05	30,862,113 95
" 1920.....	36,345,700 00	5,588,284 64	30,757,415 36
" 1921.....	36,994,700 00	5,818,710 51	31,175,989 49
December 31, 1921.....	37,564,700 00	6,317,907 76	31,246,793 24

TABLE NO. 7.—CITY AND COUNTY FUNDED DEBT.

Gross funded debt January 31, 1921.			\$124,112,350 99
Add funded debt issued in 1921-22:			
City debt		\$4,709,500 00	
County debt		190,000 00	
Rapid Transit debt		570,000 00	
			5,469,500 00
			<u>\$129,581,850 99</u>
Deduct funded debt paid in 1921-22:			
City debt		\$4,430,650 00	
Hyde Park debt		13,500 00	
Cochituate Water debt		137,000 00	
Hyde Park Water debt		16,000 00	
County debt		45,000 00	
			4,642,150 00
			<u>\$124,939,700 99</u>
Gross funded debt December 31, 1921,			
Sinking Funds January 31, 1921 . . .	\$43,429,503 13		
Receipts during 1921-22.	2,553,764 05		
			<u>\$45,983,267 18</u>
Payments during 1921-22	3,144,044 38		
			<u>\$42,839,222 80</u>
Betterments, etc., the payments of which are pledged to the payment of debt:			
Betterments, etc.	\$578,243 53		
Blue Hill and other ave- nues, assessments	47,824 22		
Highways, Making of, assessments	703,565 51		
		1,329,633 26	
Premium on Loans		16,416 00	
			<u>44,185,272 06</u>
Total redemption means			<u>\$80,754,428 93</u>
Net funded debt December 31, 1921.			<u><u>\$80,754,428 93</u></u>
	Gross Debt.	Sinking Funds, etc.	Net Debt.
City debt	\$84,178,651 00	\$36,419,885 81	\$47,758,765 19
County debt	*2,288,999 99	841,305 99	1,447,694 00
Water debt	907,350 00	606,172 50	301,177 50
	<u>\$87,375,000 99</u>	<u>\$37,867,364 30</u>	<u>\$49,507,636 69</u>
Rapid Transit debt	37,564,700 00	6,317,907 76	31,246,792 24
	<u>\$124,939,700 99</u>	<u>\$44,185,272 06</u>	<u>\$80,754,428 93</u>

\* Includes \$339,999.99 issued by the Commonwealth under chapter 534 of the Acts of 1906.

TABLE NO. 8.— APPROPRIATIONS FOR YEAR 1921-22.

Total of general appropriations and state warrants for 1921-22 of which the following are not under control of the Mayor . . . . .		\$52,686,432 93
Police Department . . . . .	\$4,113,274 90	
Finance Commission . . . . .	40,000 00	
Licensing Board . . . . .	35,895 48	
County Expenses . . . . .	2,298,253 20	
County Debt Requirements . . . . .	145,742 00	
Schools . . . . .	14,092,739 99	
State Warrants . . . . .	6,188,522 19	
City Debt Requirements . . . . .	5,677,082 97	
	<hr/>	32,591,510 73
Total of general appropriations under control of Mayor . . . . .		<u><u>\$20,094,922 20</u></u>

Expenses of the Printing Department, *City Record*, and Water Department are not included in the above, as payments are made out of the income of these departments.

TABLE NO. 9.—PAYMENTS FROM REGULAR DEPARTMENT APPROPRIATIONS, FEB. 1, 1911, TO JAN. 31, 1921.

	1911-12.	1912-13.	1913-14.	1914-15.	1915-16.	1916-17.	1917-18.	1918-19.	1919-20.	1920-21.
Art Department.....	\$1,444 05	\$1,252 65	\$795 87	\$965 13	\$1,023 19	\$687 05	\$598 05	\$776 88	\$548 39	\$806 90
Assessing Department.....	177,639 67	190,999 96	189,900 00	188,952 14	187,853 27	214,736 26	196,978 60	171,376 65	182,484 29	211,023 20
Auditing Department.....	43,475 06	45,779 63	44,085 91	42,274 56	45,843 32	49,065 34	49,642 64	48,917 82	55,548 82	57,677 83
Budget Department.....								5,806 19	7,074 11	7,002 68
Building Department.....	110,682 97	121,834 37	136,484 96	145,174 28	138,905 19	144,807 15	149,495 30	153,355 05	154,507 28	173,172 27
Board of Examiners.....	4,146 52	3,721 36	3,910 50	3,459 53	3,447 90	2,818 84	2,823 28	2,822 48	2,812 20	3,534 20
Board of Appeal.....	83,361 10	90,501 37	103,700 32	95,351 48	95,616 47	86,720 12	96,128 51	95,455 56	116,612 76	50,265 57
Cemetery Department*.....	44,448 00	44,164 52	44,699 42	41,611 41	43,314 43	43,157 12	40,945 35	44,020 06	46,247 76	38,458 87
City Clerk Department.....	37,552 20	39,984 06	37,201 85	38,656 82	36,827 79	34,125 20	30,496 23	29,105 73	34,301 53	42,080 75
City Council.....	35,968 92	35,992 35	36,008 60	29,999 80	30,065 00	36,233 33	36,331 24	31,350 98	42,869 06	4,672 14
City Documents.....				2,790 87	4,944 85	5,245 96	4,804 34	4,477 10	4,619 08	5,474 48
City Planning Board.....							588 25	4,654 26	624 45	4,907 02
City Record, Publication of†.....	1,000 00						137,920 24	142,585 08	141,347 02	157,029 47
Collecting Department.....	134,589 33	138,527 49	149,152 22	139,923 52	137,779 06	137,920 24	142,585 08	141,347 02	157,029 47	188,925 31
Consumptives' Hospital Department.....	187,895 41	200,128 63	200,804 48	212,950 03	212,340 96	222,717 60	260,737 70	281,353 88	291,755 64	351,267 95
Election Department.....	138,826 05	159,528 07	148,487 50	156,005 27	134,008 65	156,382 38	109,566 75	137,069 70	143,726 70	216,247 99
Finance Commission.....	34,862 47	27,366 69	27,828 54	27,625 61	34,818 69	28,187 94	29,909 92	25,293 30	28,362 09	30,000 00
Fire Department.....	1,612,395 31	1,726,116 53	1,924,913 84	2,007,440 94	2,053,084 16	2,051,245 17	2,184,896 28	2,221,381 07	2,864,040 07	3,223,133 35
Health Department.....	297,295 69	315,043 21	338,953 61	303,322 01	300,000 00	327,761 67	315,955 61	328,029 66	357,388 21	409,589 44
Hospital Department.....	551,538 93	587,434 31	616,301 02	674,013 25	725,045 43	798,553 87	865,615 55	974,374 69	1,004,219 84	1,239,291 29
Institutions Department:										
Boston Almshouse and Hospital.....	156,609 19	170,164 19	182,686 10	176,133 06	198,824 97	206,411 40	255,300 31	304,425 73	273,211 40	358,064 44
Almshouse, Charlestown.....	15,655 60	15,702 71	15,913 31	16,899 89	13,320 00					
Pauper Expenses.....	4,150 64	6,050 18	2,722 08	2,956 94	1,972 72					
Office Expenses.....	4,621 93	4,693 60	5,558 12	4,471 10	4,328 41	4,378 45	4,283 98	4,620 63	5,924 55	6,081 13
Steamer "George A. Hibbard".....	7,749 32	9,095 56	11,083 75	13,663 53	12,893 19	13,133 88	17,527 85	22,013 59	24,999 01	29,463 67
Placing Out and Office Division.....	110,141 61	112,238 54	111,548 30	117,948 16	122,658 76	129,959 37	140,394 89	147,235 42	156,847 87	175,845 11
Parental School.....	56,082 68	51,994 76	53,715 85	30,278 53	432 32					
Suffolk School for Boys.....	41,620 65	48,839 19	50,439 50	44,131 50	46,321 59	47,191 19	49,236 11	58,145 41	86,778 23	78,186 42
Institutions Registration.....	20,602 33	22,245 05	23,250 01	21,998 37	22,073 17	21,062 36	20,853 34	20,327 18	21,700 70	21,310 11
Steamer "Monitor".....	28,346 13	33,995 94	30,885 94	35,974 55	30,464 95	34,654 58	39,906 28	50,887 15	37,455 48	56,420 16
Law Department.....	45,494 63	50,208 57	49,507 59	50,472 05	52,956 51	54,943 51	54,577 75	54,810 40	54,013 59	54,814 99
Library Department.....	355,869 44	372,556 53	380,849 04	400,485 22	408,438 09	403,191 74	424,444 14	479,845 89	542,202 67	667,221 55
Licensing Board.....	36,090 96	38,232 83	36,585 56	34,184 12	36,040 47	37,559 78	37,651 11	37,638 01	37,409 17	34,637 83
Market Department.....	11,504 80	12,792 81	13,294 98	12,839 87	12,601 50	12,772 72	12,604 93	12,811 54	13,491 02	13,677 41
Mayor:										
Office Expenses, etc.....	50,632 08	84,895 69	51,286 12	44,736 60	44,476 51	47,692 47	58,289 11	38,609 21	46,868 77	52,385 33
Bureau of Information.....	6,982 77	5,989 07	6,268 24	1,035 44						
Municipal Athletic Association.....			996 98							
Public Celebrations.....	42,997 73	56,853 27	65,800 65	46,178 76	45,974 82	42,549 50	81,046 51	44,277 65	49,392 74	48,060 73
Conventions, etc.....							31,341 24		5,320 00	4,915 09
Overseeing of the Poor Department.....	147,557 44	178,157 81	235,847 43	503,332 40	682,991 82	658,452 89	697,913 19	789,612 97	883,343 52	956,926 46
Park Department.....	785,580 03	903,731 91	975,184 42	816,686 52	897,343 39	810,697 52	940,227 83	954,107 31	1,075,287 27	1,429,308 89
Police Department.....	2,177,655 50	2,341,677 91	2,500,908 35	2,651,575 73	2,685,432 04	2,696,048 52	2,796,455 87	2,872,732 65	3,206,267 15	3,702,037 45
Public Buildings Department.....	219,720 56	244,910 43	251,019 61	265,587 02	270,031 42	242,584 32	259,002 14	275,709 20	311,106 35	369,912 32
Public Works Department.....	4,258,501 96	4,568,131 75	4,901,299 78	4,839,424 40	4,546,299 11	4,393,395 20	4,724,740 27	4,753,265 33	5,227,107 70	6,523,065 24
Central Office.....	72,943 26	77,515 65	80,159 50	74,592 01	70,618 59	74,206 04	73,965 70	73,074 04	79,909 15	91,373 98
Bridge and Ferry Division.....	543,560 09	555,159 83	566,894 91	595,383 36	564,097 34	600,710 22	681,788 46	741,327 60	826,208 32	1,011,754 49
Highway Division.....	3,641,998 61	3,935,456 27	4,254,245 37	4,169,449 03	3,911,583 18	3,720,478 94	3,964,159 72	3,938,863 69	4,320,990 23	5,419,936 85
Water Service†.....							4,826 39			
Registry Department.....	37,923 49	37,846 36	38,056 36	35,917 75	37,464 59	36,015 19	35,478 25	37,076 52	40,049 27	49,514 44
School Committee.....	4,671,938 30	5,119,857 21	5,552,003 89	5,827,402 87	6,065,656 28	6,046,126 63	6,361,021 53	6,779,121 62	7,412,632 61	9,897,928 24
General Expenses.....	4,277,938 30	4,720,857 21	5,015,914 55	5,387,906 85	5,578,669 15	5,602,569 72	5,889,698 70	6,206,320 62	6,894,437 99	8,886,376 73
Schoolhouses.....	394,000 00	399,000 00	536,089 34	439,496 02	486,987 13	443,556 01	471,322 83	572,801 00	518,194 62	1,011,551 51
Sinking Funds Department.....	2,228 19	2,146 12	2,154 55	2,190 77	2,127 88	2,177 72	2,176 59	2,168 52	2,263 83	2,498 20
Soldiers' Relief Department.....	207,334 78	203,387 61	201,295 86	217,521 17	227,736 74	233,383 82	464,197 99	917,349 36	500,196 69	447,639 60
Statistics Department.....	10,114 58	10,214 31	9,860 20	7,833 56	7,142 07	6,993 01	7,295 30	6,594 66	7,524 52	8,239 18
Street Laying-Out Department.....	122,434 84	130,645 24	133,009 32	121,382 82	125,692 19	128,604 62	128,478 02	128,592 80	145,742 95	155,414 78
Supply Department.....	11,499 43	12,365 38	12,961 43	12,990 09	16,301 60	19,312 24	17,967 00	17,487 07	20,410 23	35,175 16
Treasury Department.....	46,900 03	49,051 68	50,336 56	49,994 08	51,215 92	51,199 44	50,995 04	50,493 72	49,280 90	50,247 48
Weights and Measures Department.....	24,806 27	27,921 96	26,641 79	25,066 16	26,920 15	25,832 86	24,878 70	26,170 97	28,576 01	38,119 70
Wire Department.....	61,747 45	66,880 61	70,526 21	68,058 60	68,401 79	69,218 17	71,535 20	75,292 31	82,242 18	
County of Suffolk.....	1,133,789 10	1,181,263 09	1,226,974 15	1,262,617 36	1,313,785 46	1,357,881 81	1,425,213 99	1,565,230 34	1,732,095 04	1,924,589 87
Suffolk County Courthouse.....										
County Buildings.....	95,213 90	98,990 11	104,364 50	108,595 32	30,062 87	34,434 13	40,553 09	40,900 52	48,084 53	55,086 62
Jail.....	66,794 56	70,646 74	69,267 35	77,878 49	82,720 22	84,198 39	94,223 65	118,465 50	130,561 66	139,373 32
Supreme Judicial Court.....	37,932 04	38,677 16	39,643 61	36,152 81	38,349 32	43,188 43	37,899 16	47,631 60	43,093 54	52,668 06
Superior Court, Civil Session.....	338,821 35	369,058 54	373,753 92	371,006 50	395,329 43	385,659 32	389,995 37	410,159 72	469,261 51	542,727 61
Superior Court, Criminal Session.....	178,998 95	171,325 93	163,480 50	172,818 13	170,871 60	178,712 17	183,232 33	216,652 66	260,654 14	260,926 24
Probate Court.....	33,845 86	30,687 49	36,431 69	32,602 93	31,903 28	33,327 75	33,950 47	39,339 93	41,520 31	48,746 63
Municipal Court, City of Boston.....	145,964 27	158,130 86	178,088 16	193,903 76	204,088 09	215,497 34	230,207 32	254,735 76	263,939 74	284,719 96
Municipal Court, Charlestown District.....										
East Boston District Court.....	11,680 72	12,644 62	13,883 43	17,204 82	18,336 79	20,125 85	21,504 31	22,806 27	22,705 29	24,625 16
Municipal Court, South Boston District.....	10,497 34	10,501 54	12,128 98	12,644 43	15,677 89	16,127 76	17,082 96	18,233 42	19,824 61	21,256 67
Municipal Court, Dorchester District.....	12,925 09	12,714 38	13,305 07	15,046 94	17,331 73	17,508 66	17,016 51	18,008 42	18,939 24	19,650 37
Municipal Court, Roxbury District.....	7,980 23	8,181 89	10,256 94	10,970 86	12,000 33	12,933 99	13,420 25	14,611 40	16,268 77	17,519 87
Municipal Court, West Roxbury District.....	21,533 07	23,063 71	23,832 82	25,862 12	26,859 50	28,798 61	32,457 70	36,294 86	40,082 96	43,299 26
Municipal Court, Brighton District.....	9,309 51	9,685 33	10,086 18	11,134 11	12,169 70	12,688 74	13,157 83	13,131 91	14,694 73	15,801 01
Boston Juvenile Court.....	5,969 27	6,189 97	6,587 84	6,840 71	7,977 84	8,325 79	7,889 90	8,239 50	9,118 27	9,513 06
Police Court, Chelsea.....	11,682 15	11,879 39	12,169 11	12,204 00	11,209 58	14,032 10	15,217 72	17,104 61	20,020 53	21,477 02
Registry of Deeds.....	13,932 13	13,847 19	13,927 52	15,227 69	15,789 99	17,446 15	18,009 44	18,163 22	17,159 32	17,237 99
Index Commissioners.....	56,255 24	59,202 23	59,598 68	60,186 49	63,299 34	67,295 43	66,535 45	62,012 01	74,070 10	94,766 48
Insanity Cases.....	12,571 44	13,866 56	14,982 25	14,708 23	11,537 25	11,452 11	11,640 18	10,893 67	11,209 97	11,235 97
Land Court										





TABLE NO. 10.—ACTUAL EXPENDITURES.

Actual expenditures of the City of Boston and the County of Suffolk, exclusive of sinking fund debt and temporary loans redeemed since 1901, as follows:

YEAR.	Interest on Debt and Temporary Loans.	State Tax.	Other City Expenditures.	Total Actual Expenditures on Account of City.	County.	Total City and County.
1901-02.....	\$3,131,100 88	\$632,240 00	\$25,279,578 54	\$29,042,919 42	\$1,470,276 08	\$30,513,195 50
1902-03.....	3,077,050 88	541,920 00	26,327,770 22	29,946,741 10	1,700,850 15	31,647,591 25
1903-04.....	3,173,911 88	903,200 00	28,071,752 70	32,148,864 58	1,501,586 44	33,650,451 02
1904-05.....	3,320,144 38	900,125 00	28,417,736 09	32,638,005 47	1,451,986 08	34,089,991 55
1905-06.....	3,504,103 13	1,440,200 00	28,270,333 05	33,214,636 18	1,377,704 33	34,592,340 51
1906-07.....	3,671,778 94	1,260,175 00	27,817,757 83	32,749,711 77	1,395,900 07	34,145,611 84
1907-08.....	3,769,830 58	1,438,800 00	27,397,912 24	32,606,542 82	1,500,090 41	34,106,633 23
1908-09.....	3,894,965 35	1,978,350 00	26,402,196 14	32,275,511 49	1,505,615 76	33,781,127 25
1909-10.....	3,965,443 80	1,618,650 00	26,600,060 27	32,184,154 07	1,603,152 00	33,787,306 07
1910-11.....	4,086,250 65	1,880,395 00	26,784,297 11	32,750,942 76	1,537,506 98	34,288,449 74
1911-12.....	4,143,157 09	1,880,395 00	27,317,977 23	33,341,529 32	1,636,168 09	34,977,697 41
1912-13.....	4,212,457 98	2,160,750 00	31,983,793 94	38,357,001 92	1,706,653 40	40,063,655 32
1913-14.....	4,378,886 96	2,632,000 00	36,656,694 61	43,667,581 57	1,733,420 82	45,401,002 39
1914-15.....	4,533,015 34	2,878,750 00	36,968,173 02	44,379,938 36	1,819,717 19	46,199,655 55
1915-16.....	4,683,376 68	3,207,750 00	36,406,584 87	44,297,711 55	1,883,079 05	46,180,790 60
1916-17.....	4,755,670 64	2,548,240 00	35,156,682 12	42,460,592 76	1,908,497 99	44,369,090 75
1917-18.....	4,810,034 07	3,502,950 00	36,860,921 57	45,173,905 64	1,929,729 49	47,103,635 13
1918-19.....	4,909,050 94	3,502,950 00	36,716,926 06	45,128,927 00	2,087,234 58	47,216,161 58
1919-20.....	4,851,275 42	3,348,950 00	42,549,847 87	50,750,073 29	2,187,816 45	52,937,889 74
1920-21.....	4,787,137 74	4,262,300 00	47,424,341 70	56,473,779 44	2,424,290 07	58,898,069 51

TABLE NO. 11.—SUMMARY OF APPROPRIATIONS FROM TAXES AND GENERAL REVENUE, 1910-1921, SHOWING OPERATION OF TAX LIMIT.

Y. E. A. R.	Average Valuation for Three Years.	Taxes under Tax Limit Law for City Purposes (incl. Schools).*	Taxes for County Purposes.	Estimated General Revenue.	Total Income for Department Expenditures.	Taxes for Interest, Sinking Funds and Serial Debt.	Amount of Possible Appropriations. †	Amount of Actual Appropriations. †
1910-11.....	\$1,355,416,380 00	\$13,957,070 86	\$1,281,700 00	\$4,862,914 26	\$18,829,985 12	\$5,097,480 00	\$25,209,165 12	\$24,170,674 00
1911-12.....	1,403,848,441 00	14,299,647 51	1,373,411 00	6,161,954 87	20,461,602 41	5,281,936 45	27,116,949 86	25,812,423 45
1912-13.....	1,440,255,253 00	14,810,601 05	1,407,904 00	5,600,536 40	20,411,137 45	5,292,508 82	27,111,610 27	26,279,589 79
1913-14.....	1,477,087,258 00	15,194,692 93	1,437,910 00	5,200,367 61	20,395,080 54	5,353,475 69	27,186,446 23	27,186,393 69
1914-15.....	1,510,758,818 00	15,583,270 37	1,494,891 00	5,275,457 47	20,858,728 49	5,373,423 03	27,727,042 07	27,727,040 89
1915-16.....	1,535,020,714 00	15,968,720 70	1,564,941 00	5,117,987 79	21,086,708 49	5,750,885 02	28,402,534 51	28,402,435 28
1916-17.....	1,568,290,365 00	16,948,988 27	1,662,209 00	5,458,427 63	22,407,415 90	5,602,866 13	29,672,491 03	29,672,490 06
1917-18.....	1,541,597,610 00	17,282,559 82	1,727,674 00	6,760,389 22	24,042,949 04	5,426,550 64	31,197,173 68	31,197,173 15
1918-19.....	1,518,938,942 00	22,279,429 84	1,982,546 54	5,081,510 41	27,360,940 25	6,113,230 70	35,456,717 49	35,456,717 49
1919-20.....	1,490,343,142 00	22,632,190 24	2,077,156 69	5,670,342 93	28,302,533 17	5,983,909 70	36,363,599 56	36,363,599 56
1920-21.....	1,526,365,955 00	27,824,706 45	2,206,808 79	9,374,614 37	37,199,320 82	5,671,361 62	45,077,491 23	44,571,978 50

\* From the fiscal year 1885-86 to the fiscal year 1899-1900, inclusive, the City could make annually appropriations, to be met by the general revenue of the City and by taxes, to the amount of the interest and sinking-fund requirements, to the amount of the County expenses up to \$425,000 and to the further amount of \$9 on each \$1,000 of the average of the assessed valuations for the preceding five years, less abatements.

During the fiscal year 1900-01, the Legislature passed an act (Stat. 1900 Chap. 399) repealing the laws of 1885 and 1887 (Stat. 1885, Chap. 178, and Stat. 1887, Chap. 281), and authorizing the City Council to make appropriations annually to the amount of the interest and sinking-fund requirements, to the total amount of County expenses, and to the further amount of \$10.50 on each \$1,000 of the average of the assessed valuations for the preceding three years, reduced by all abatements allowed to December 31 of the year preceding. The law went into effect in the year, 1900. By Chapter 521, Acts of 1910, the limit of \$10.50 on each \$1,000 was raised to \$10.55, by Chapter 184, Special Acts of 1915 to \$10.57, by Chapter 267, Special Acts of 1916 to \$11.02, by Chaps. 120 and 132, Special Acts of 1918, to \$14.29 and by Chap. 206, Spec. Acts of 1919 to \$14.90 for that year and \$18.67 for 1920.

† Does not include State tax and assessments, nor Metropolitan assessments, which are met by "Taxes and General Revenue."

#### Tax Limit Increases Including School Purposes.

1910.....	\$10 50	1915.....	\$10 57	1918.....	\$14 29	1920.....	\$18 67
1911.....	10 55	1916.....	11 02	1919.....	14 90		

TABLE NO. 12.—PERCENTAGE OF TAXES ON PROPERTY AND POLLS COLLECTED.

(Exclusive of Tax on Bank Stock.)<sup>1</sup>

YEAR.	To Oct. 31. <sup>2</sup>	To Jan. 31. <sup>2</sup>
1875-76.....	29.54	83.77
1876-77.....	31.20	84.23
1877-78.....	32.02	85.71
1878-79.....	45.50	85.12
1879-80.....	45.14	85.81
1880-81.....	42.68	86.87
1881-82.....	47.78	87.30
1882-83.....	44.49	86.64
1883-84.....	47.22	87.52
1884-85.....	47.82	87.17
1885-86.....	56.87	88.46
1886-87.....	49.96	88.66
1887-88.....	46.55	87.82
1888-89.....	47.37	89.26
1889-90.....	51.84	88.71
1890-91.....	49.23	88.12
1891-92.....	51.41	88.88
1892-93.....	50.20	90.11
1893-94.....	46.81	88.10
1894-95.....	52.33	88.93
1895-96.....	.....	87.90
1896-97.....	.....	87.04
1897-98.....	.....	87.10
1898-99.....	.....	86.51
1899-1900.....	.....	85.31
1900-01.....	.....	86.06
1901-02.....	.....	86.30
1902-03.....	.....	85.75
1903-04.....	.....	85.04
1904-05.....	.....	85.018
1905-06.....	.....	85.281
1906-07.....	.....	86.086
1907-08.....	.....	83.651
1908-09.....	.....	85.617
1909-10.....	.....	85.719
1910-11.....	.....	85.777
1911-12.....	.....	86.985
1912-13.....	.....	86.715
1913-14.....	.....	86.211
1914-15.....	.....	85.101
1915-16.....	.....	85.687
1916-17.....	.....	86.24
1917-18.....	.....	81.039
1918-19.....	.....	80.841
1919-20.....	.....	83.610
1920-21.....	.....	85.303

<sup>1</sup> As the tax on bank stock is collected in its entirety, it is omitted from the table.<sup>2</sup> Including moneys received that day.

TABLE NO. 13.—PAYMENTS FOR PENSIONS, ETC.

YEAR.	Police Charitable Fund.	Police Depart- ment.	Fire Depart- ment.	School Depart- ment.	Miscel- laneous.	Total.
1899-1900...	\$8,205 60	\$78,604 60	\$47,062 78	.....	\$300 00	\$134,172 98
1900-01.....	8,868 13	84,654 90	48,625 48	.....	300 00	142,448 51
1901-02.....	8,158 50	88,248 81	53,879 47	.....	300 00	150,586 78
1902-03.....	8,521 33	94,742 60	64,478 63	.....	300 00	168,042 56
1903-04.....	8,520 00	114,029 15	64,800 29	.....	300 00	187,649 44
1904-05.....	8,335 00	124,353 21	68,130 84	.....	300 00	201,119 05
1905-06.....	8,240 00	129,825 16	69,383 20	.....	300 00	207,748 36
1906-07.....	7,976 66	128,456 90	76,096 79	.....	300 00	212,830 35
1907-08.....	7,780 00	129,240 31	88,479 16	.....	300 00	225,799 47
1908-09.....	7,518 99	131,800 18	95,759 49	\$1,678 50	1,478 10	238,235 26
1909-10.....	7,419 50	133,632 41	97,987 10	8,705 12	2,662 41	250,406 54
1910-11.....	7,460 00	131,271 95	102,763 94	26,247 88	3,431 33	271,175 10
1911-12.....	7,639 00	135,785 51	108,601 84	55,350 31	21,220 19	328,596 85
1912-13.....	7,574 00	139,847 11	111,843 37	64,510 76	84,165 21	407,940 45
1913-14.....	7,528 00	145,557 24	124,299 44	72,893 19	109,929 32	460,207 19
1914-15.....	7,620 62	155,030 27	136,204 06	84,006 04	140,284 38	523,145 37
1915-16.....	7,706 00	157,374 49	140,988 67	97,393 11	185,033 67	588,495 94
1916-17.....	7,607 96	158,821 45	150,714 21	104,233 10	190,911 32	612,288 04
1917-18.....	7,559 57	155,721 30	172,065 70	112,348 97	192,407 40	640,102 94
1918-19.....	7,815 00	160,393 71	187,915 57	118,221 48	189,016 54	663,362 30
1919-20.....	7,930 00	151,034 94	198,024 41	123,137 62	178,584 91	658,711 88
1920-21.....	6,876 16	174,691 17	225,404 01	135,367 42	163,099 24	705,439 00
1921-22.....	7,471 98	212,530 49	234,657 54	183,253 89	157,125 05	795,038 95

TABLE NO. 14.—WAR PAYMENTS.

	Expenditures.	Receipts.		Expenditures.	Receipts.
<b>Recruiting:</b>			<i>Brought forward...</i>	\$7,817,490 28	\$4,524,717 82
1862-63.....	\$937,012 26	\$42,350 00	1898-99.....	218,104 03	147,830 12
1863-64.....	255,365 52	64,296 00	1899-1900.....	217,683 04	150,625 96
<b>State Bounty Tax:</b>			1900-91.....	214,732 51	148,179 83
1863-64.....	513,026 41		1901-02.....	227,351 89	141,381 33
1864-65.....	549,050 43	150,086 84	1902-03.....	231,852 23	139,549 69
1867-68.....		60 00	1903-04.....	239,293 24	135,765 79
1868-69.....		1,489 97	1904-05.....	237,162 71	134,490 72
<b>Other Expenses:</b>			1905-06.....	240,876 94	131,789 37
1861-62.....	90,151 63	6 52	1906-07.....	245,583 76	127,982 18
1862-63.....	15,856 53		1907-08.....	247,145 43	126,936 33
1863-64.....	33,010 34		1908-09.....	241,196 24	125,282 28
1864-65.....	19,457 60	1,061 23	1909-10.....	230,310 49	123,807 86
1865-66.....	23,371 13	8,580 00	1910-11.....	212,803 87	117,263 31
1866-67.....	19,795 05		1911-12.....	202,561 78	103,527 14
1867-68.....	7,750 98		1912-13.....	195,947 64	97,480 25
1868-69.....	1,959 00		1913-14.....	197,161 86	90,651 00
1869-70.....	900 50		1914-15.....	224,105 17	93,391 50
1870-71.....	52 00		1915-16.....	224,219 43	94,095 50
1886-87.....	40,000 00		1916-17.....	458,413 28	101,888 76
1917-18.....	26,359 54		1917-18.....	914,534 36	314,483 08
1918-19.....	126,781 83		1918-19.....	498,393 02	750,751 21
1919-20.....	35,942 31		1919-20.....	447,639 60	284,732 23
1920-21.....	67,662 02				
<b>Soldiers' Relief:</b>			<b>Burial Expenses:</b>		
1861-62.....	129,309 00	479 12	1889-90.....	1,772 00	
1862-63.....	309,553 09	61,071 02	1890-91.....	2,247 50	
1863-64.....	297,328 33	257,066 51	1891-92.....	2,647 50	932 25
1864-65.....	293,987 67	310,759 87	1892-93.....	3,968 00	1,177 50
1865-66.....	117,469 30	290,007 28	1893-94.....	4,818 02	1,845 00
1866-67.....	257,407 60	164,000 00	1894-95.....	3,956 50	2,078 00
1867-68.....	109,179 79	205,000 00	1895-96.....	4,470 00	3,554 51
1868-69.....	108,709 95	145,387 63	1896-97.....	4,985 00	4,935 00
1869-70.....	102,845 29	102,500 00	1897-98.....	5,972 50	4,680 00
1870-71.....	96,564 20	99,043 00	1898-99.....	5,770 00	5,880 00
1871-72.....	89,942 41	95,500 00	1899-1900.....	6,582 50	5,445 00
1872-73.....	83,940 45	87,700 00	1900-01.....	6,390 00	6,332 50
1873-74.....	83,435 12	81,600 00	1901-02.....	6,945 00	5,565 00
1874-75.....	88,639 87	90,936 35	1902-03.....	7,225 00	7,070 00
1875-76.....	84,219 50	86,100 00	1903-04.....	6,560 00	6,825 00
1876-77.....	82,225 36	81,900 00	1904-05.....	6,595 00	5,915 00
1877-78.....	81,629 51	84,254 57	1905-06.....	8,065 00	6,440 00
1878-79.....	119,981 12	79,730 88	1906-07.....	7,177 00	6,965 00
1879-80.....	91,445 66	109,498 00	1907-08.....	7,038 67	6,182 00
1880-81.....	99,020 21	81,819 50	1908-09.....	6,663 46	7,760 00
1881-82.....	100,310 55	78,610 00	1909-10.....	5,987 00	6,463 46
1882-83.....	97,276 61	80,567 50	1910-11.....	5,735 00	6,135 00
1883-84.....	92,475 79	83,538 68	1911-12.....	4,773 00	5,770 00
1884-85.....	94,134 31	80,505 07	1912-13.....	4,440 00	4,773 00
1885-86.....	97,052 74	75,625 50	1913-14.....	4,134 00	4,514 00
1886-87.....	96,911 46	78,619 00	1914-15.....	4,416 00	4,117 00
1887-88.....	99,516 82	79,671 00	1915-16.....	3,517 31	4,750 00
1888-89.....	105,254 35	82,030 50	1916-17.....	3,075 50	3,324 35
1889-90.....	115,726 75	85,966 00	1917-18.....	5,784 71	3,493 46
1890-91.....	137,095 56	90,910 75	1918-19.....	2,515 00	5,661 71
1891-92.....	120,007 54	102,273 00	1919-20.....	1,803 67	2,528 77
1892-93.....	177,520 01	109,778 62	1920-21.....	1,970 74	1,870 20
1893-94.....	182,516 59	142,974 48			
1894-95.....	195,387 77	140,013 66			
1895-96.....	199,841 30	141,661 37			
1896-97.....	201,229 22	144,721 80			
1897-98.....	211,894 40	144,966 60			
<i>Carried forward....</i>	\$7,817,490 28	\$4,524,717 82	<b>Gross Expenditures....</b>	<b>\$14,564,971 70</b>	<b>\$8,434,145 67</b>
			<b>Gross Receipts.....</b>	<b>8,434,145 67</b>	
			<b>Net Expenses.....</b>	<b>\$6,130,826 03</b>	

TABLE NO. 15.—EAST BOSTON FERRIES. (NET RESULTS.)

YEAR.	Total Expenditures, Including Interest on Loans.	Total Receipts.	Deficit for the Year.
1858-59 to 1868-69, inclusive.....	\$424,400 16	\$25,688 56	\$398,711 60
1869-70.....	296,076 14	3,900 00	292,176 14
1870-71.....	232,173 52	183,658 54	48,514 98
1871-72.....	274,849 67	187,600 00	87,249 67
1872-73.....	262,296 90	208,000 00	54,296 90
1873-74.....	316,643 53	222,507 50	94,136 03
1874-75.....	285,481 56	203,000 00	82,481 56
1875-76.....	266,165 88	181,890 00	84,275 88
1876-77.....	219,191 71	179,032 00	40,159 71
1877-78.....	178,701 60	178,795 48	Surplus 93 88
1878-79.....	180,737 69	169,530 31	11,207 38
1879-80.....	217,564 39	176,437 00	41,127 39
1880-81.....	168,788 50	168,008 48	780 02
1881-82.....	179,407 86	165,513 06	13,894 80
1882-83.....	239,612 91	162,827 91	76,785 00
1883-84.....	282,182 94	159,031 03	23,151 91
1884-85.....	301,897 83	156,801 60	145,096 23
1885-86.....	245,463 15	159,558 14	185,905 01
1886-87.....	201,855 01	164,497 69	37,357 32
1887-88.....	260,934 24	140,001 13	120,933 11
1888-89.....	216,766 22	138,760 65	78,005 57
1889-90.....	202,030 23	141,633 00	60,397 23
1890-91.....	228,505 72	146,276 80	82,228 92
1891-92.....	231,376 43	116,353 00	115,023 43
1892-93.....	237,986 01	154,660 65	83,325 36
1893-94.....	254,290 65	152,069 54	102,221 11
1894-95.....	230,810 31	155,502 87	75,307 44
1895-96.....	229,173 94	169,584 85	59,589 09
1896-97.....	248,417 65	167,056 74	81,360 91
1897-98.....	275,023 28	171,454 23	103,569 05
1898-99.....	355,902 69	293,496 15	62,406 54
1899-1900.....	292,103 15	172,020 04	120,083 11
1900-01.....	357,313 46	166,815 33	190,498 13
1901-02.....	304,162 22	167,879 62	136,282 60
1902-03.....	311,981 99	173,189 88	138,792 11
1903-04.....	312,788 64	177,482 21	135,306 43
1904-05.....	275,046 20	176,198 95	98,847 25
1905-06.....	290,635 27	108,478 09	182,157 18
1906-07.....	308,578 01	104,802 94	203,775 07
1907-08.....	312,432 82	105,664 55	206,768 27
1908-09.....	267,003 39	104,289 31	162,714 08
1909-10.....	240,036 10	107,332 30	132,703 80
1910-11.....	293,895 63	106,738 57	187,157 06
1911-12.....	332,040 43	104,089 10	227,951 33
1912-13.....	388,681 65	107,559 03	281,122 62
1913-14.....	301,414 90	105,937 02	195,477 88
1914-15.....	309,986 43	105,912 91	204,073 52
1915-16.....	292,503 47	106,070 61	186,432 86
1916-17.....	319,257 86	95,407 88	223,849 98
1917-18.....	363,398 22	92,416 53	270,981 69
1918-19.....	467,566 02	88,323 90	379,242 12
1919-20.....	491,492 92	96,564 37	394,928 55
1920-21.....	830,787 86	92,151 50	738,636 36
	\$15,407,814 96	\$7,668,451 55	\$7,739,457 29 Surplus 93 88
			\$7,739,363 41

TABLE NO. 16.—PARK DEPARTMENT STATISTICS TO JANUARY 31, 1921.

Parks.	Year of Acquisition.	COST TO DATE.			Area.	Length of Driveways.	Length of Walks.	Length of Rivers.	Area of Ponds and Rivers.
		Land.	Construction.	Totals.					
<b>MAIN PARK SYSTEM:</b>									
Commonwealth avenue.....	1804-1905.....	.....	\$327,199 25	\$327,199 25	112.7 acres	12.1 miles	11.9 miles	1.1 miles	22 acres
Fens.....	1877-1879.....	\$596,254 49	2,248,162 16	2,844,416 65	116.99 "	4.32 "	7.04 "	1.2 "	8 "
*Riverway.....	1890.....	457,457 53	974,296 32	1,431,753 85	140 "	1.7 "	2.8 "	1.6 "	77 "
†Olmsted Park.....	1890-1892.....	1,081,947 90	756,289 86	1,838,237 40	180 "	2.7 "	5.8 "	1.4 "	
Arboretum.....	1892.....	245,584 25	381,793 81	627,378 06	36 "	3.4 "	3.2 "		
Arnold Arboretum.....	1882-1895.....	79,354 15	392,890 79	471,744 94	223 "	3.4 "	5.65 "		0.6 acre
West Roxbury Parkway.....	1894.....	135,265 29	22,123 21	157,388 50	77.87 "	1.0 "	2.0 "	1.04 "	
Franklin Park and Zoological Garden.....	1883-1884.....	1,551,896 03	2,944,904 26	4,496,800 89	527 "	7.91 "	14.9 "	1 mile	7.4 acres
<b>MARINE PARK SYSTEM:</b>									
Columbia road.....	1899.....	447,528 03	540,511 93	988,040 56†	( 109 " land	4.2 "	4.5 "		
Dorchesterway.....	1892.....	63,735 54	65,187 12	128,922 66†	( 187.5 " flats				
Strandway.....	1890-1892.....	772,515 12	1,014,931 75	1,787,446 87	52.5 " land	0.5 mile	1.39 "		
Marine Park and Aquarium.....	1897-1901.....	232,997 57	1,290,877 15	1,529,840 72	( 4.9 " flats				
	1883.....				( 25.7 " land				
†Castle Island.....	1890.....		39,890 91	39,890 91	( 78.3 " flats				
					( 73 " land		1.95 "		
†Governor's Island.....	1911.....		20,000 00	20,000 00	( 9.7 " land				
McConnell Park.....	1890-1914.....	50,759 33	192,661 40	243,420 73	( 50.55 " flats				
Savin Hill Park.....	1909.....	31,925 55	9,074 45	41,000 00	( 8.26 "				
Wood Island Park.....	1882-1891.....	132,800 00	279,006 77	411,806 77	( 55.6 " land	0.3 "	2.1 "		
CHARLESBANK.....	1883.....	373,916 99	339,720 40	713,637 39	( 155.4 " flats		1.5 "		
TRINITY TRIANGLE.....	1885.....	30,000 00	.....	30,000 00	( 10 "				
CHARLESTOWN HEIGHTS.....	1891.....	50,538 02	154,217 56	204,755 58	( 6.1 acresland		0.4 mile		
DEWEY BEACH.....	1891.....	172,923 31	53,539 56	226,462 87	( 14.03 " land		0.6 "		
CHARLESTOWN PLAYGROUND.....	1891.....		17,091 18	17,091 18	( 3.7 " flats				
DORCHESTER PARK.....	1891-1903.....	\$6,571,540 37	\$11,779,869 84	\$18,351,410 21	( 26 "	41.23 miles	65.73 miles	7.34 miles	115 acres
<i>Carried forward.....</i>					2,188.30 acres				

\* An additional area of 16½ acres is within the limits of the town of Brookline.

† An additional area of 18 acres is within the limits of the town of Brookline.

‡ Custody given to the city by Act of Congress.

Park Department Statistics to January 31, 1921.—Continued.

PARKS.	Year of Acquisition.	COST TO DATE.		Area.	Length of Driveways.	Length of Walks.	Length of Rides.	Area of Ponds and Rivers.
		Land.	Construction.					
<i>Brought forward</i>								
FRANKLIN FIELD.....	1892-1910.....	\$6,571,540 37	\$11,779,869 84	2,188.30 acres	41.23 miles	65.73 miles	7.34 miles	115 acres
NORTH END BEACH.....	1893.....	194,341 22	157,228 38	77 " land	0.65 mile	1.09 "		
VINCENT CUTILLO PARK.....	1893.....	328,364 44	194,187 27	3 " flats				
NORTH END.....	1917.....	160,350 00	23,329 72	199,872 27				
PARK, DORCHESTER CENTRE.....	1917.....	92,904 86	1,007 24	23,912 10				
IRVING W. ADAMS PARK.....	1919.....	50,000 00	9,340 00	59,340 09				
COPP'S HILL TERRACE.....	1893.....	90,858 19	43,222 17	134,080 36				
COPP'S HILL PLAYGROUND AND SHELTER.....	{ 1898-1899 and 1902 }		12,418 88	0.6 "	0.11 mile			
* CHESTNUT HILL PARK.....		210,239 06	6,940 60	5.54 acres	1.4 miles			
HORTICULTURAL BUILDING.....			1,666 99	(See Fens.)				
LAND, HENNEWAY STREET AND THE FENWAY.....		140,600 00						
PLAYGROUND, CASTLE WASHINGTON, DOVER AND TREMONT STREETS.....			250 00					
PLAYGROUND, MATTAPAN DISTRICT.....		274 09	1,460 45					
PLAYGROUND, MISSION HILL.....	1913-1915..	260,733 94	71,667 33	4.24 acres				
PLAYGROUNDS, COMPLETION OF.....			57,158 48					
PLAYGROUND, EAGLE HILL RESERVOIR.....			60,430 90	5.07 "				
PLAYGROUND IMPROVEMENTS.....			2,713 82					
PLAYGROUND, HYDE PARK.....			8,837 89					
PLAYGROUND, MOZART AND BOLSTER STREETS.....			40,454 76	1.07 "				
PLAYGROUND, MT. IDA SECTION.....	1917.....	13,700 00	26,754 76					
PLAYGROUND, WARD 2.....	1912-1916..	97,463 18	4,206 08	11.65 "				
PLAYGROUND, WARD 5.....	1912.....	2,775 25	4,000 00					
PLAYGROUND, WARD 7.....	1912.....	80,946 47	8,746 53	1.07 "				
PRINCE STREET PLAYGROUND.....	{ 1897-1899 1901..... }	180,474 70	5,493 64	0.4 acre				
RONAN PARK.....	1901.....	4,494 60	101,109 84			0.83 "		
TENEAN BEACH PROPERTY.....	1915.....	55,000 00	68,527 33	8.7 acres				
NORTH BRIGHTON PLAYGROUND.....	1894.....	22,107 12	30,802 77	14 "				
NEPONSET PLAYGROUND.....	1896.....	24,804 39	26,189 35	16.68 "		0.23 "		
BILLINGS FIELD.....	1896-1906..	47,068 98	42,811 58	10.8 "				
† CHRISTOPHER J. LEE PLAYGROUND.....	1897.....		30,840 40	4.6 "		0.4 "		
SPAILDING SQUARE.....	1897.....	4,000 00						
ORCHARD PARK.....	1897.....		2,480 00					
MYSTIC PLAYGROUND.....	1897.....	50,125 00	47,052 96	2.09 acres				



* FELLOWS STREET P L A Y - GROUND.....	1897.....	14,503 72	11,065 22	25,568 94	0.85 acre			
* CHRISTOPHER GIBSON PLAY- GROUND.....	1897.....	37,709 58	10,042 75	47,752 33	3.89 acres			
* WILLIAM E. CARTER P L A Y - GROUND.....	1899-1900 } 1901-1902 }	327,503 84	37,479 58	364,983 42	5.02 "			
* ASHMOOT PLAYGROUND.....	1899.....	43,990 09	9,000 00	52,990 09	2.24 "			
* FALLON FIELD PLAYGROUND..	1899, 1913 } and 1917 }	26,325 11	33,805 71	60,130 82	3.87 "	0.20 mile		
* FOREST HILLS PLAYGROUND..	1902.....	25,166 75	15,000 00	40,166 75	9.63 "			
* COTTAGE STREET P L A Y - GROUND.....	1902.....	47,002 32	12,695 30	59,697 62	3.85 "			
* RANDOLPH STREET P L A Y - GROUND.....	1903.....	256,440 63	27,302 32	283,742 95	2.8 "			
* MARCELLA STREET P L A Y - GROUND.....	1903-1905.....	30,000 00	39,652 28	39,652 28	5.1 "			
* ROGERS PARK.....	1899.....	31,350 80	61,350 80	61,350 80	6.9 "			
* BERNES SQUARE.....	1901.....	294 70	294 70	294 70	1.3 "	0.44 "		
* OAK SQUARE.....	1902.....	1,279 89	1,279 89	1,279 89	0.22 acre			
* CAMBRIDGE, LINCOLN AND MANFIELD STREETS.....	1910.....				0.32 "			
* COMMONWEALTH P L A Y - GROUND.....	1905.....		8,633 91	8,633 91	8.07 acres			
* ORIENT HEIGHTS P L A Y - GROUND.....	1909.....	10,015 00	26,124 02	36,139 02	5.24 " land 3.07 " flats			
* WEST THIRD STREET P L A Y - GROUND.....	1909.....	10,201 30	4,000 00	14,201 30	0.28 acre			
* MATTHEW J. SWEENEY PLAY- GROUND.....	1909.....	10,201 30	4,597 40	14,798 70	0.41 "			
* WILLIAM EUSTIS PLAYGROUND..	1909.....	68,187 06	26,477 49	94,664 55	4.88 acres			
* JOHN WINTROP PLAYGROUND..	1911.....	20,994 26	38,236 99	59,231 25	1.57 "			
* MASSACHUSETTS AVENUE PLAYGROUND.....	1912.....		1,500 00	1,500 00				
* NORFOLK STREET PLAY- GROUND.....	1912.....	22,011 33	40,406 41	62,417 74	6.21 "			
* PARK AND PLAYGROUND.....	1916.....	54,550 00	6,787 83	61,337 83	12.12 "			
* ALSTON P L A Y G R O U N D ..	1912.....		1,565 00	1,565 00				
* PARKINSON P L A Y G R O U N D ..	1917.....	18,087 50	15,489 97	33,577 47	0.43 acre			
* BENNINGTON STREETS.....	1912.....	50,680 64	1,988 50	55,619 14	1.27 acres			
* TYLER STREET PLAYGROUND...	1912.....	26,239 19	12,203 86	38,443 05	0.26 acre			
* CAROLINA AVENUE PLAY- GROUND.....	1912-1919..	25,477 60	28,203 17	53,680 77	4.17 acres			
<i>Carried forward</i> .....		\$9,701,403 08	\$13,337,450 30	\$23,038,853 38	2,504.67 acres	43.28 miles	69.03 miles	7.34 miles
								115 acres

\* 49 acres transferred from Water Department; an additional area of 160.65 acres, including water area of 122.7 acres, is under control of the Metropolitan Water and Sewerage Board.

† Transferred from and \$454.15 expended by the Public Grounds Department.

‡ Transferred to Street Department and from Street Department to Public Grounds Department.

\* 25,470 square feet transferred from and \$2,000 expended by the Public Grounds Department.

\* Transferred from and \$30,000 expended for land by the Public Grounds Department.

\* Transferred from Street Commissioners.

\* Custody given to the city by statutes 1891, chapter 421.

\* Leased by Park Department. Not used now.

## Park Department Statistics to January 31, 1921.—Concluded.

PARKS.	Year of Acquisition.	Cost to Date.			Area.	Length of Drive-ways.	Length of Walks.	Length of Rides.	Area of Ponds and Rivers.
		Land.	Construction.	Totals.					
<i>Brought forward.....</i>		\$9,701,403 08	\$13,337,450 30	\$23,038,853 38	2,504.67 acres	43.28 miles	69.03 miles	7.34 miles	115 acres
PORTSMOUTH STREET PLAY- GROUND.....	1912.....	15,000 00	25,160 69	40,160 69	4.29 "				
1 PARKER HILL PLAYGROUND.....	1912.....		33,064 55	33,064 55	" land				
2 WHARF PROPERTY, FREE- PORT STREET, DORCHESTER.....	1912.....		28 00	28 00	{ 1.15 " land				
3 FACTORY HILL PLAYGROUND, 1912.....					{ 2.54 " flats				
4 PAUL GORE STREET PLAY- GROUND.....	1913.....				5.2 "				
5 RIPLEY PLAYGROUND.....	1913.....				0.74 acre				
6 SMITH'S POND PLAYGROUND 1914.....			13,465 75	13,465 75	0.86 "				
WINTHROP SQUARE, CHARLES- TOWN PLAYGROUND.....	1913.....		1,938 55	1,938 55	20.08 acres				
7 CENTREVALE PARK.....	1918.....				3.1 "				
8 NINTH STREET.....	1898.....				0.22 acre				
9 Lind, Dorchester, Victory Road and Park street.....	1916.....				0.15 "				
10 COLCUBUS PARK PLAY- GROUND.....	1917.....				{ 10.35 acres				
BENNETT PLAYGROUND, CHARLESTOWN.....	1920.....				(See Strandway.)				
ADAMS STREET PLAYGROUND, DORCHESTER.....	1920.....	29,730 76	63 70	29,794 46	0.11 acre				
11 JOHN A. DOHERTY PLAY- GROUND.....	1897.....				4.41 acres				
Replanting on Parkways.....			1,835 06	1,835 06	1.97 acres				
Park Nursery.....			29,947 07	29,947 07					
Betterment Expenses.....			13,356 10	13,356 10					
Parkman House.....	1913.....	295 29	6,000 00	6,000 00	0.9 acre				
General account.....			135,225 24	135,520 53					
		\$9,746,429 13	\$13,617,102 25	\$23,363,531 38	2,560.74 acres	43.28 miles	69.03 miles	7.34 miles	115 acres

<sup>1</sup> Transferred from Public Works Department, Water Service. Sold for hospital purposes.

<sup>2</sup> Transferred from Public Works Department, Sanitary Service.

<sup>3</sup> Acquired by annexation of Hyde Park.

<sup>4</sup> Transferred from School Department.

<sup>5</sup> Acquired by gift.

<sup>6</sup> Transferred from Metropolitan Park Commission.

<sup>7</sup> Transferred from Public Works Department.

<sup>8</sup> Purchased by Bath Department.

<sup>9</sup> Transferred from Street Laying-Out Department.

<sup>10</sup> Formerly part of Christopher Gibson Playground, set apart and named November 9, 1920.

<sup>11</sup> Of the above total lengths of driveways, walks and rides, there have been completed to date, respectively, 40.8 miles, 61.4 miles and 6.3 miles.

TABLE NO. 17.— POLLS, POPULATION, VALUATION, AND TAX-RATE.

YEAR.	Ratable Male Polls.	Population.	VALUATION.		TAX-RATE.			
			Real Estate.	Personal Estate.	Total.	City.	County.	State.
1895.....	142,460	496,920	\$744,751,050	\$206,616,878	\$951,367,928	\$11 40	\$0 85	\$0 55
1896.....	148,477	.....	770,261,700	211,008,214	981,269,914	11 48	0 84	0 58
1897.....	154,654	.....	803,860,550	208,721,659	1,012,582,209	11 27	1 00	0 73
1898.....	157,590	.....	830,233,900	205,865,518	1,036,099,418	12 00	1 06	0 54
1899.....	161,401	.....	866,800,700	222,926,552	1,089,726,252	11 60	0 95	0 55
1900.....	166,354	* 560,892	902,490,700	226,655,132	1,129,145,832	13 14	0 95	0 61
1901.....	171,650	.....	925,037,500	227,468,334	1,152,505,834	13 30	0 90	0 70
1902.....	171,516	.....	957,496,900	233,777,716	1,191,274,616	12 84	0 89	1 07
1903.....	178,905	.....	985,560,300	234,897,023	1,220,457,323	12 73	0 86	1 21
1904.....	181,437	.....	1,006,122,900	230,830,662	1,236,953,562	13 03	0 90	1 27
1905.....	183,359	595,380	1,021,431,200	238,314,482	1,259,745,682	13 20	0 93	1 87
1906.....	183,464	.....	1,044,892,700	244,813,187	1,289,705,887	13 20	0 91	1 79
1907.....	184,983	.....	1,070,861,700	242,600,856	1,313,471,556	13 34	0 94	1 80
1908.....	187,566	.....	1,082,405,300	245,237,037	1,327,642,337	13 34	0 94	2 22
1909.....	189,539	.....	1,092,602,000	255,340,227	1,347,942,227	13 00	1 10	2 40
1910.....	189,849	* 670,585	1,118,989,100	274,771,323	1,393,760,423	12 90	1 10	2 40
1911.....	195,533	.....	1,146,663,400	281,686,113	1,428,349,513	13 12	1 12	2 13
1912.....	202,452	.....	1,186,474,900	295,345,020	1,481,819,920	12 94	1 12	2 31
1913.....	205,983	.....	1,215,882,600	305,091,926	1,520,974,526	13 44	1 15	2 65
1914.....	206,815	.....	1,237,448,500	303,902,900	1,541,351,400	13 57	1 15	2 78
1915.....	209,365	745,439	1,261,954,300	304,443,008	1,566,397,308	13 85	1 19	2 98
1916.....	211,677	.....	1,279,778,300	328,929,679	1,608,707,979	14 11	1 21	2 48
1917.....	209,913	.....	* 1,304,620,800	* 182,545,343	1,487,166,143	13 51	1 20	2 89
1918.....	222,262	.....	1,313,553,600	184,578,204	1,498,131,804	16 85	1 26	2 89
1919.....	226,533	.....	1,329,290,100	198,860,978	1,528,151,078	17 15	1 42	3 03
1920.....	234,938	† 748,060	1,306,073,300	176,385,480	1,572,458,780	19 04	1 42	3 64
1921.....	197,082	.....	1,420,979,600	174,767,343	1,595,746,943	19 56	1 45	3 69

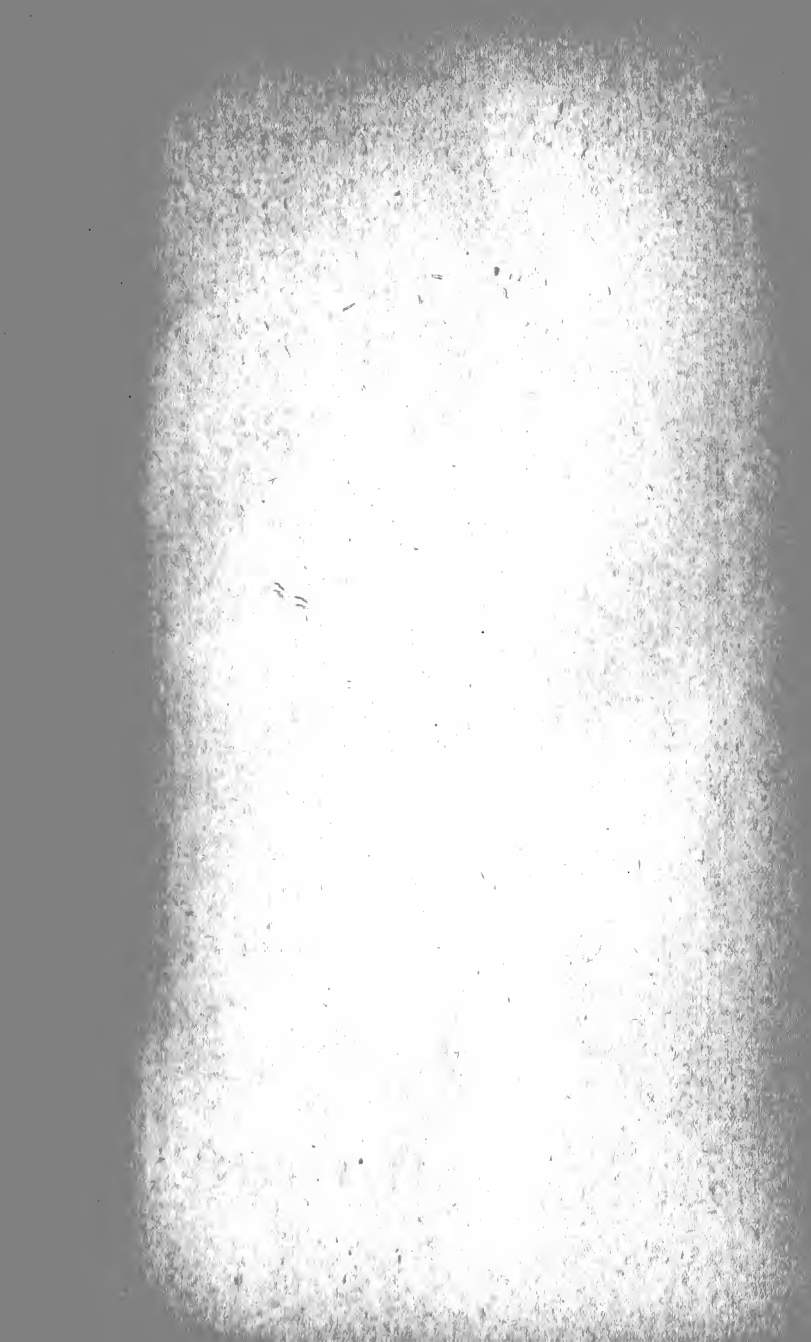
Hyde Park annexed January 1, 1912. \* Under chapter 269, General Acts of 1916 (Income Tax Law), intangible personal property was exempted from local taxation.

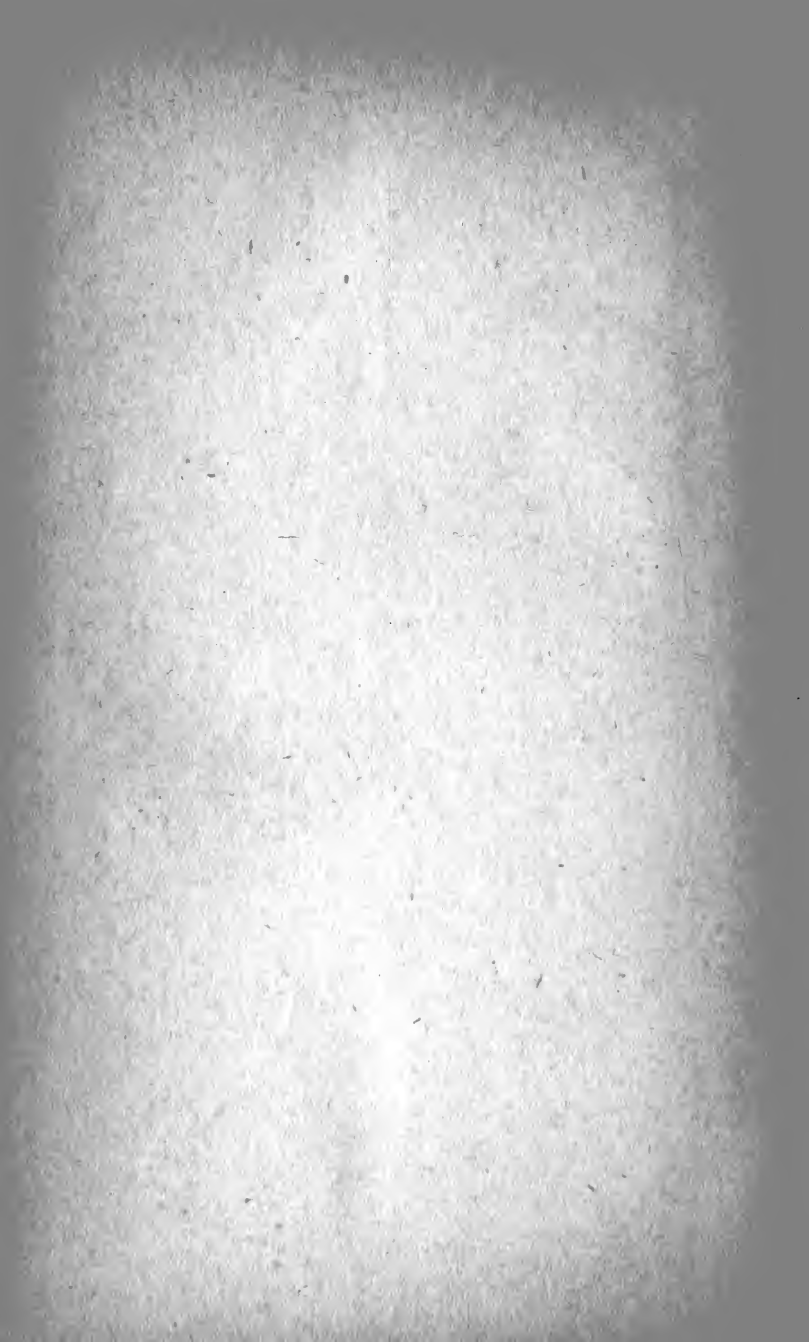
† Of this total of male polls in 1920 there were 39,144 service men exempted from tax.

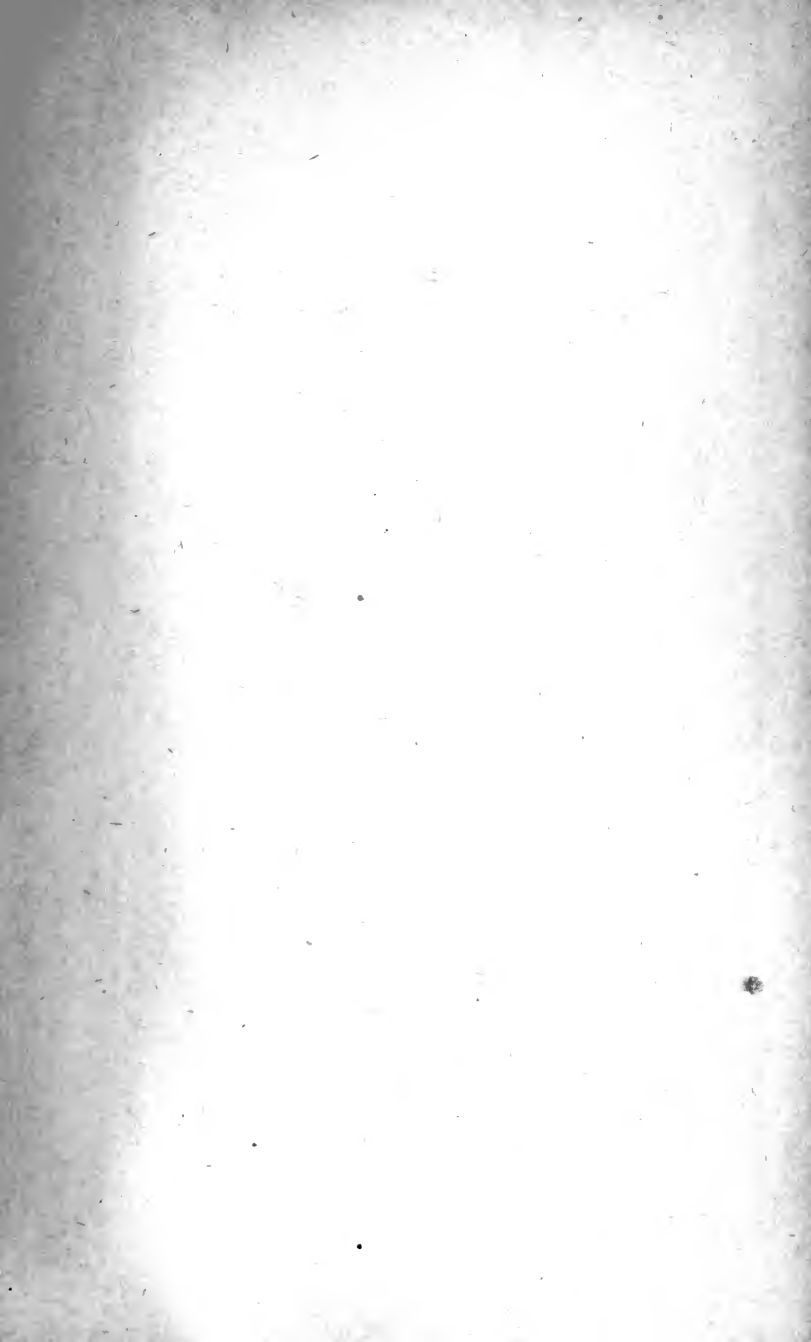
‡ U. S. census of Boston in 1920 not credited as correct.

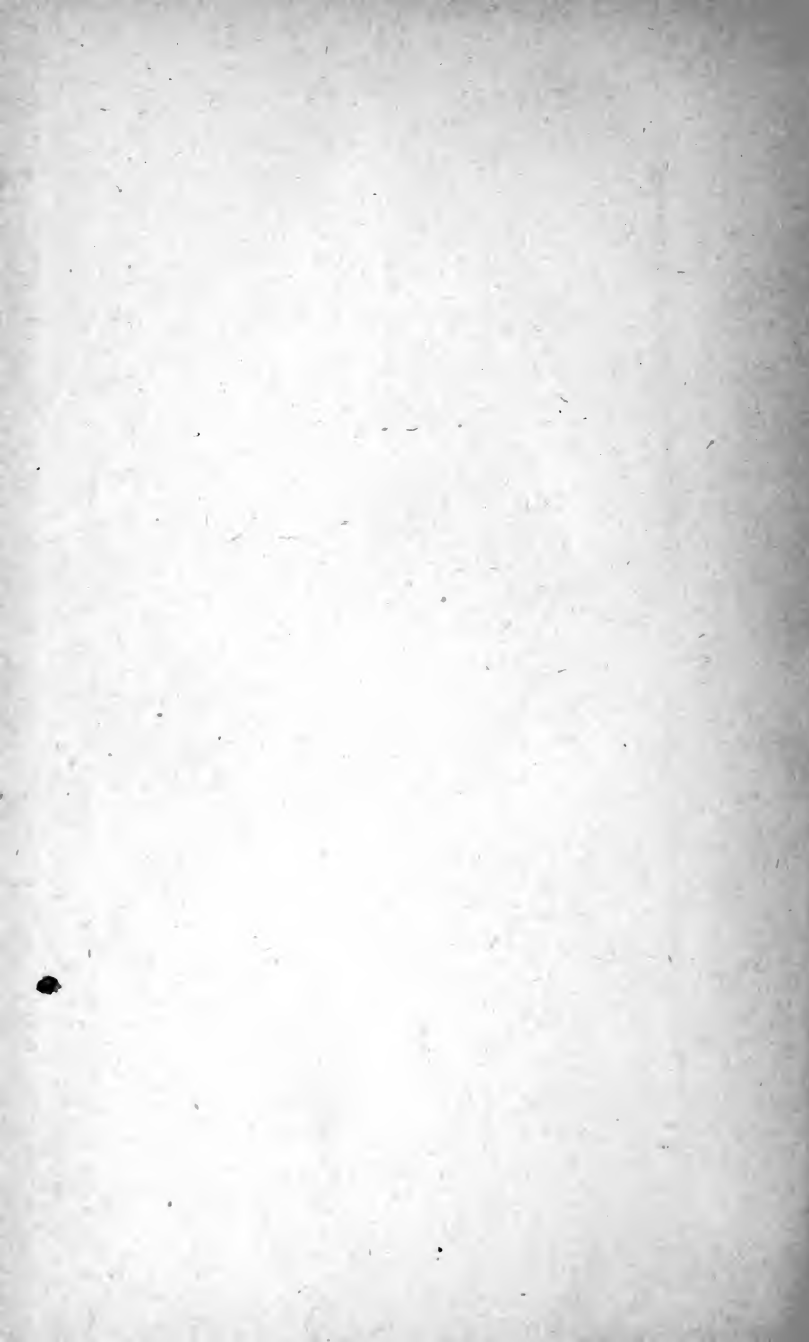
TABLE NO. 18.—POPULATION BY DISTRICTS.

CENSUS.			ANNEXATIONS.										
YEARS.	Taken by —	All Boston.	Boston Proper, Settled, 1630.	Annexed Territory.	East Boston, 1636.	The Islands.	South Boston, March 6, 1804.	Roxbury, Jan. 6, 1868.	Dorchester, Jan. 3, 1870.	West Roxbury, Jan. 5, 1874.	Brighton, Jan. 5, 1874.	Charlestown, Jan. 5, 1874.	Hyde Park, 1912.
1870.....	United States..	250,526	138,781	111,745	23,816	1,700	39,215	34,753	12,261	8,686	4,967	28,323	4,136
1875.....	State.....	341,919	140,669	201,250	27,420	1,927	54,147	50,429	15,788	11,783	6,200	33,556	6,316
1880.....	United States..	362,839	147,075	215,764	28,381	1,545	56,369	57,123	17,890	14,032	6,693	33,731	7,088
1885.....	State.....	390,393	147,138	243,225	29,280	2,139	61,534	65,968	20,717	17,424	8,523	37,673	8,376
1890.....	United States..	448,477	161,330	287,147	36,930	.....	66,791	78,411	29,638	24,997	12,032	33,348	10,193
1895.....	State.....	499,920	160,349	336,571	39,889	2,706	67,913	92,088	45,999	32,761	15,001	40,304	11,826
1900.....	United States..	560,892	167,257	393,635	43,478	2,278	67,809	105,393	77,483	37,263	19,279	40,652	13,244
1905.....	State.....	595,380	172,473	422,907	48,229	3,105	67,436	111,261	90,011	41,076	21,806	39,983	14,510
1910.....	United States..	670,585	193,274	477,311	55,085	3,403	71,703	117,727	115,780	45,594	26,575	41,444	15,507
1915.....	State.....	745,439	196,300	549,139	62,377	3,303	69,745	127,603	138,119	56,071	34,782	39,601	17,458
1920.....	United States..	748,060	170,637	577,423	63,051	.....	64,144	135,024	157,932	63,190	41,724	34,272	18,086











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